



# RockStat

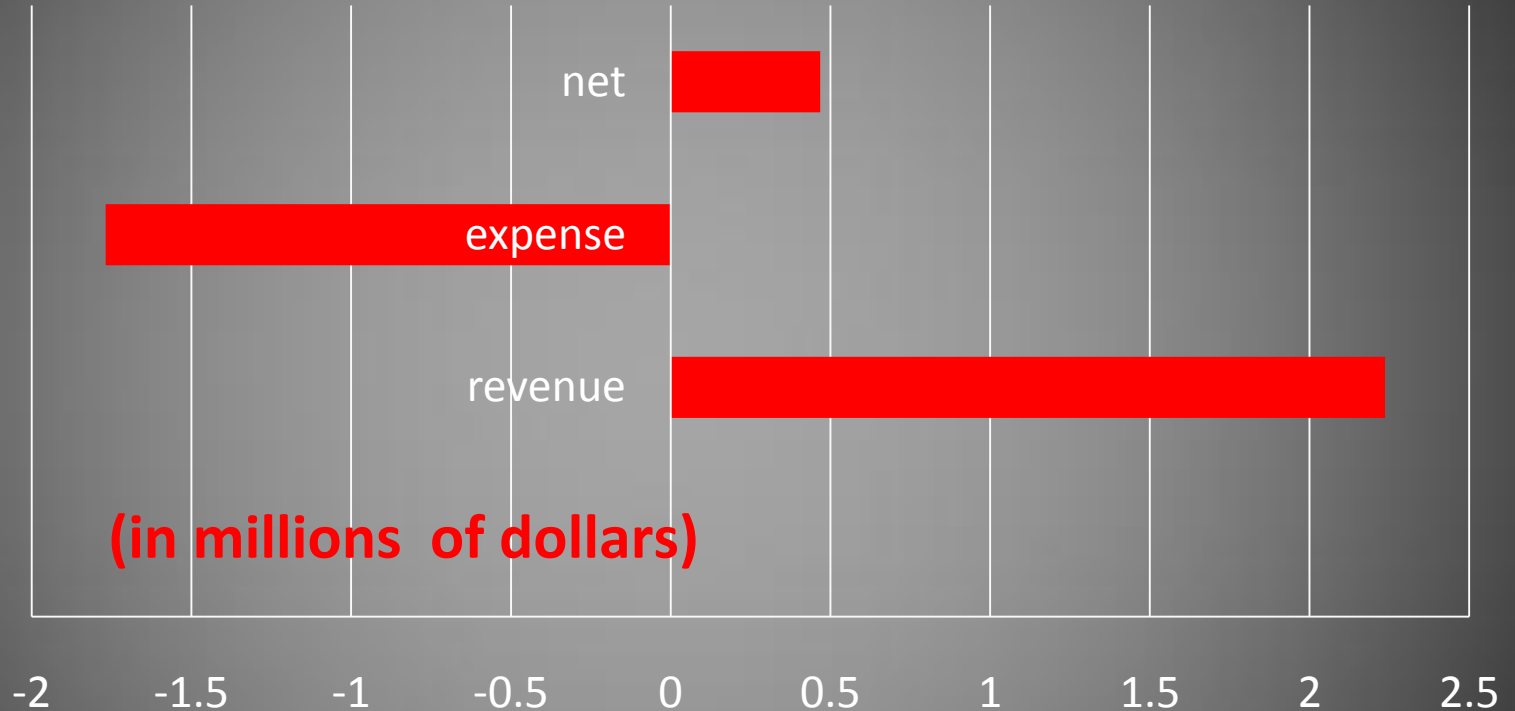
## March 24, 2011

*Infrastructure*

# FOLLOW UP AND OPERATIONS REPORTS

Community Development  
Public Safety

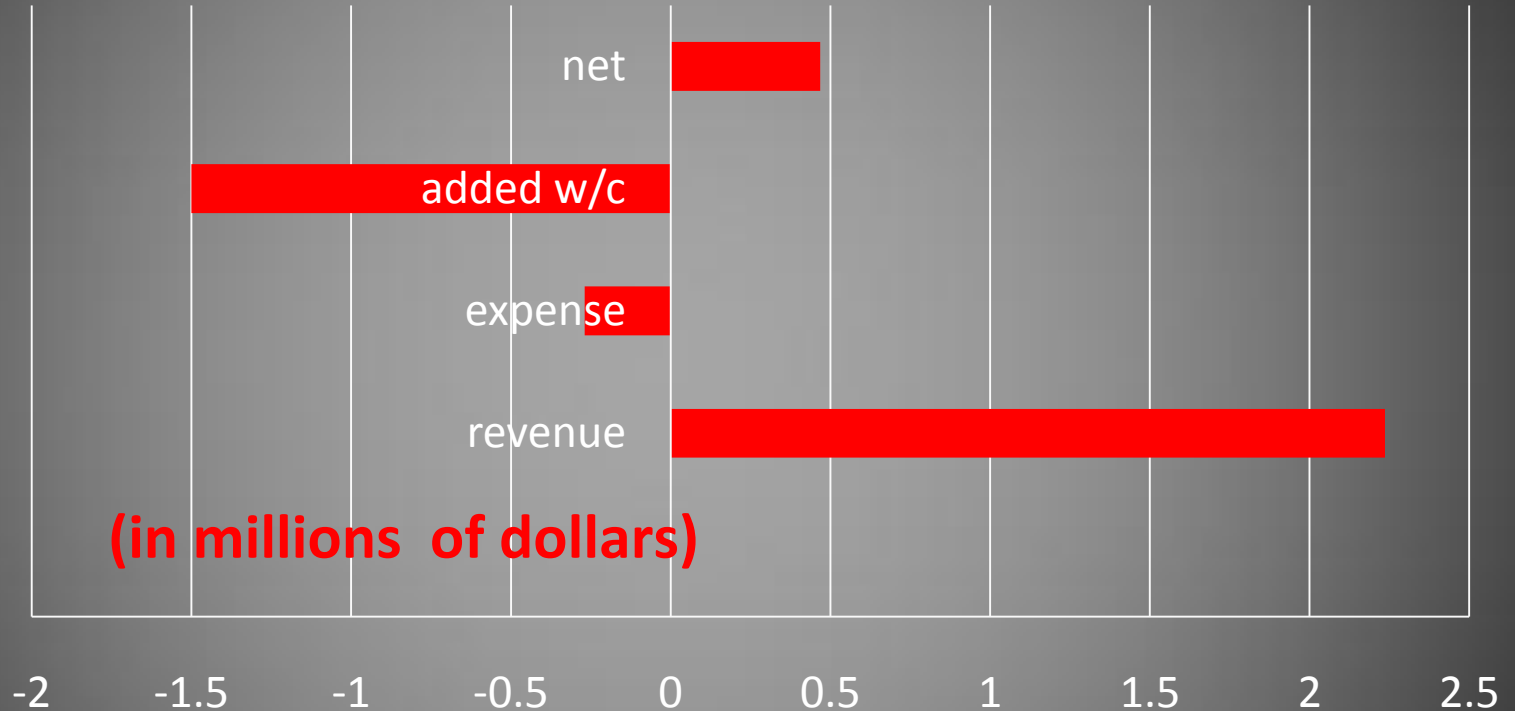
City of Rockford, Illinois  
General Fund 2010 Budget  
Net of Budget and Actual for Revenue, Expense, and Net



	revenue	expense	net
■ Series1	2.236569	(1.769)	0.467781

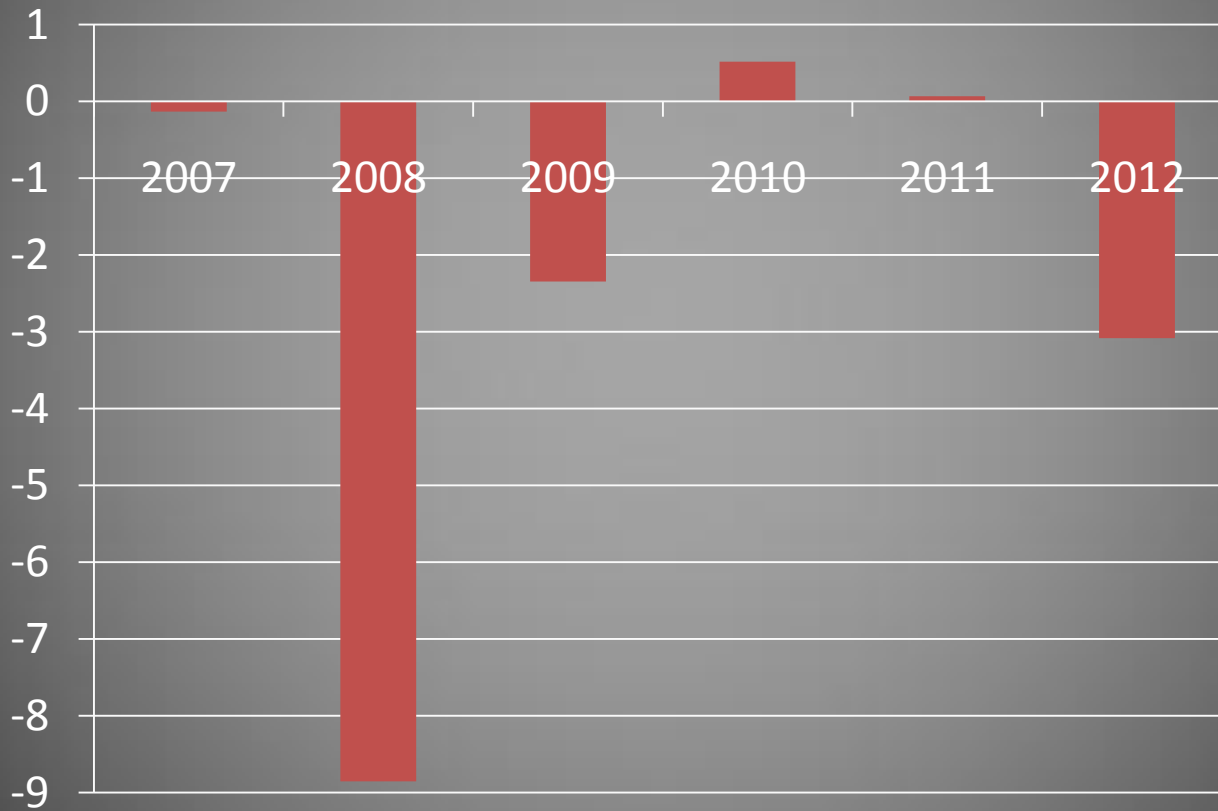


**City of Rockford, Illinois**  
**General Fund 2010 Budget**  
**Net of Budget and Actual for Revenue, Expense, and Net**



	revenue	expense	added w/c	net
■ Series1	2.236568	(0.269)	(1.500)	0.46778

City of Rockford, Illinois General Fund  
Net of Revenue and Expense  
For the Years 2007 -2012  
(in millions of dollars)

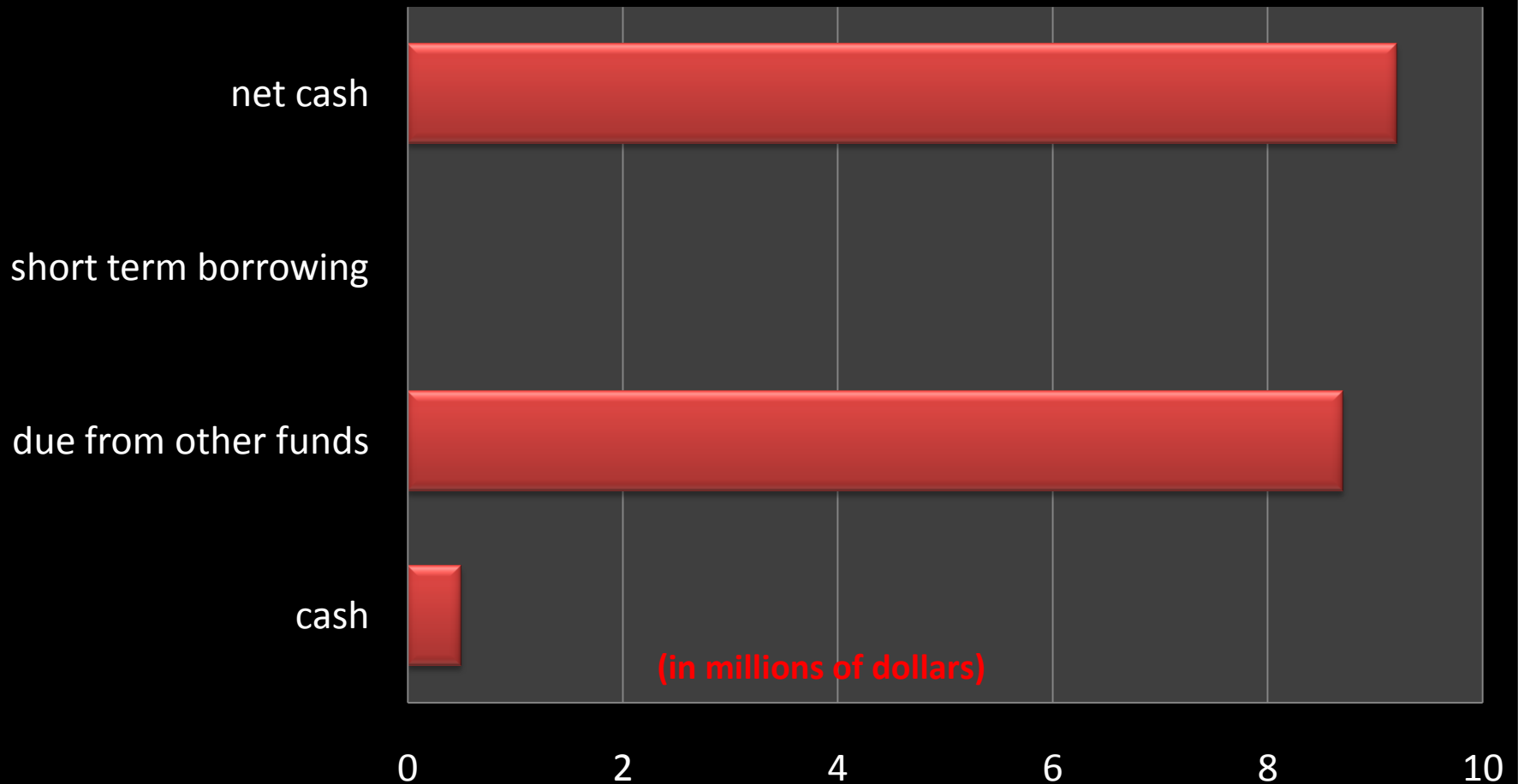


(2011 – 2012 estimated)

# City of Rockford, Illinois

## General Fund Cash

### Month Ending December 2010

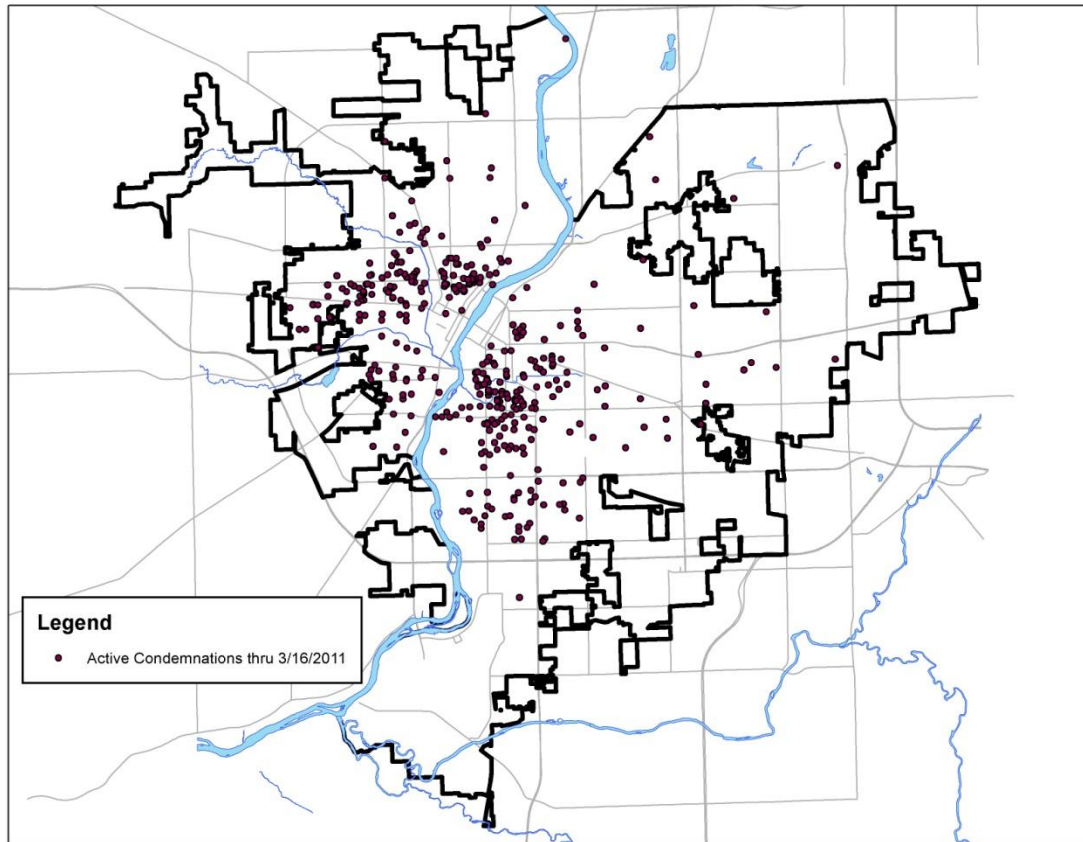


# Neighborhood Development

- Vicki Manson

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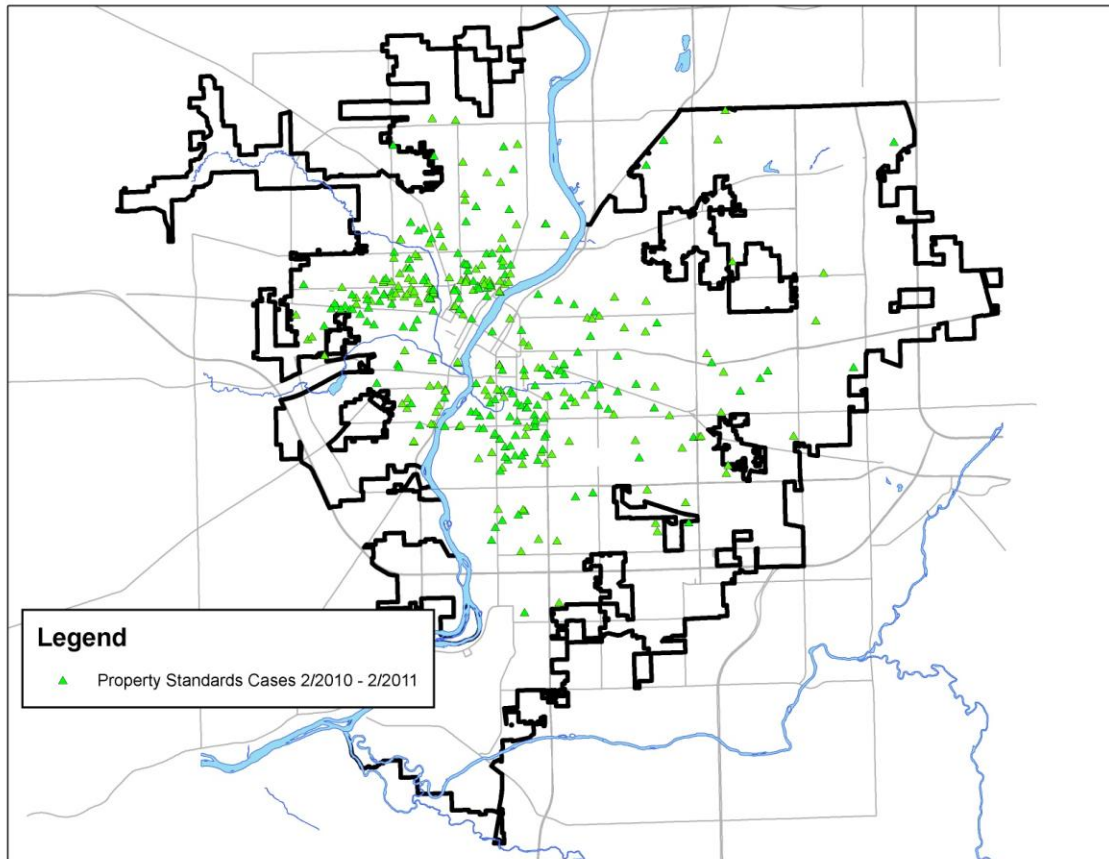


## Analysis

- Blighted property: Property with signs of deterioration sufficient to constitute a threat to human health, safety and the public welfare.
- Map pin points the properties that are now condemned.

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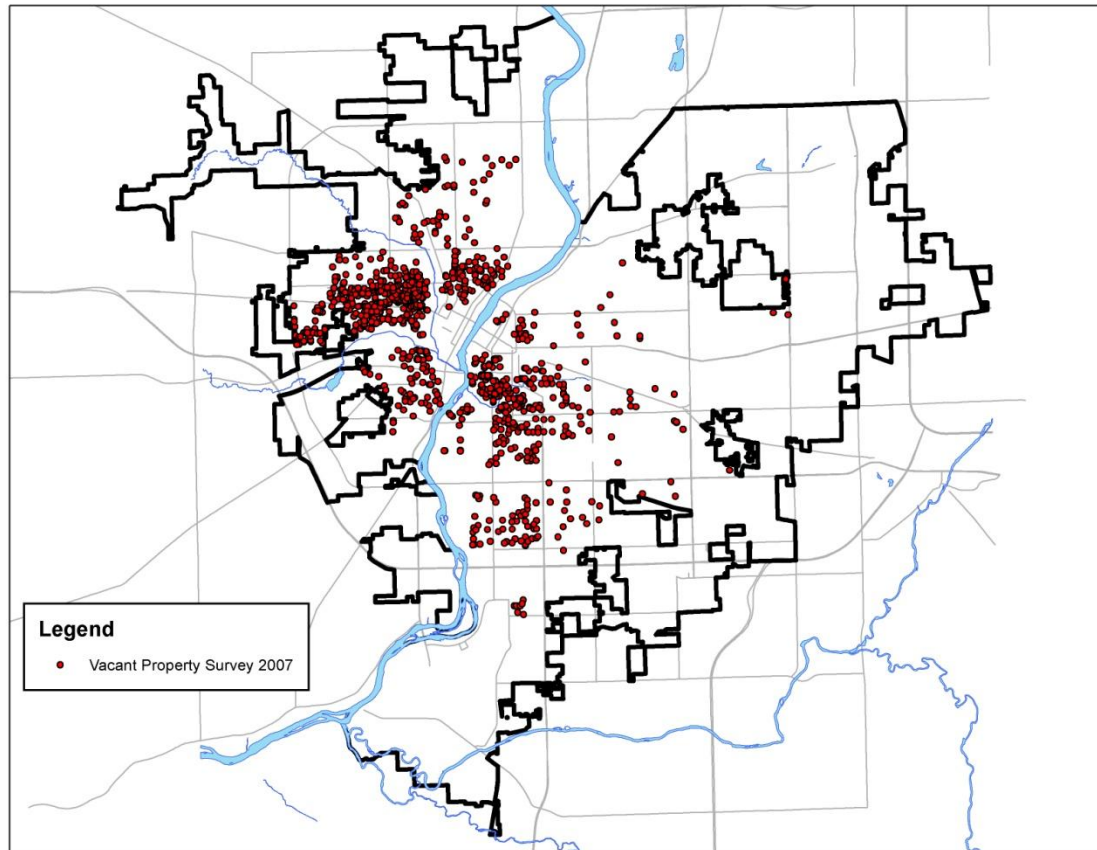


## *Analysis*

- Map illustrates the location of property standards cases for a period of 1 year.

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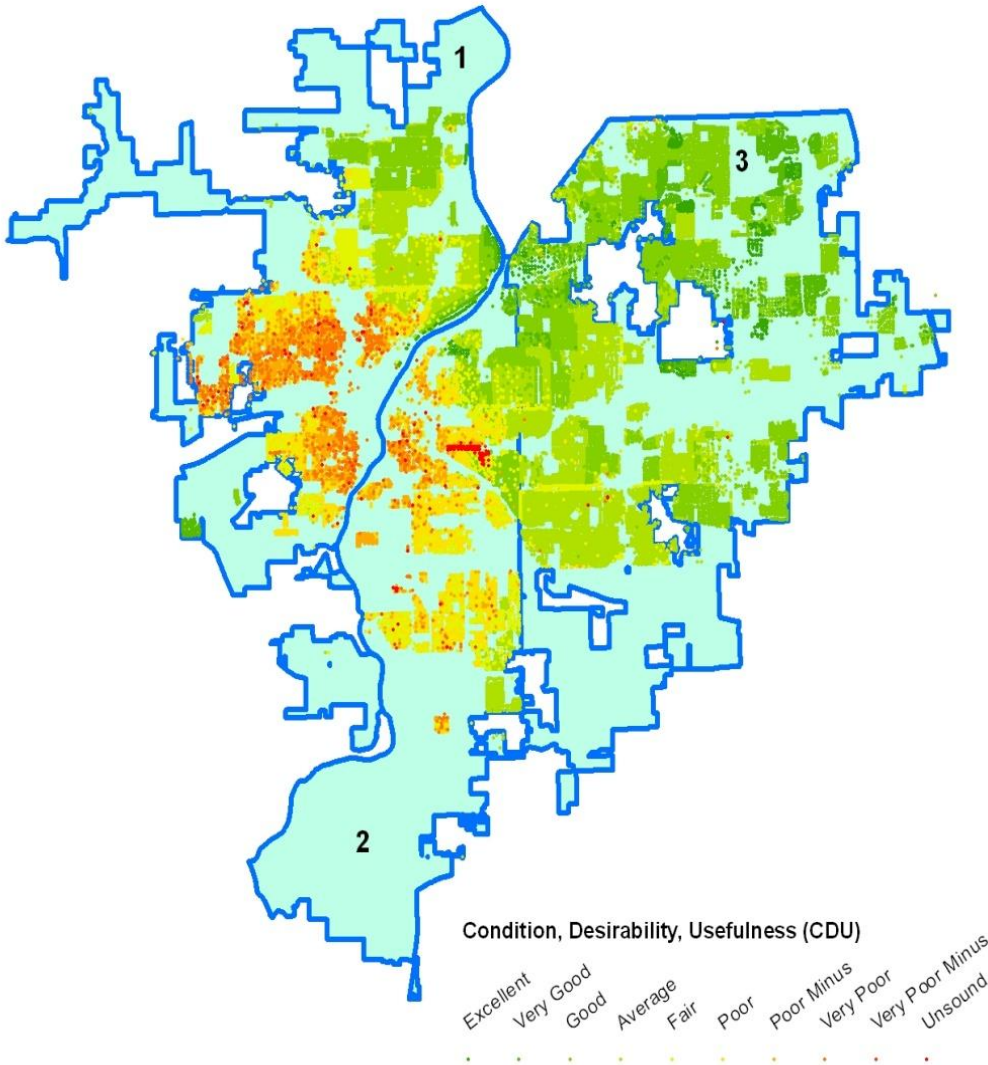


## Analysis

- Currently, no list of all property in Rockford that meets the definition of blighted.
- In 2007, a vacant and boarded survey was completed for the entire city.
- Map designates the location of vacant and boarded property in 2007.
- Mini condition surveys completed for particular neighborhoods.

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**Geographic Distribution of Assessor-determined CDU**

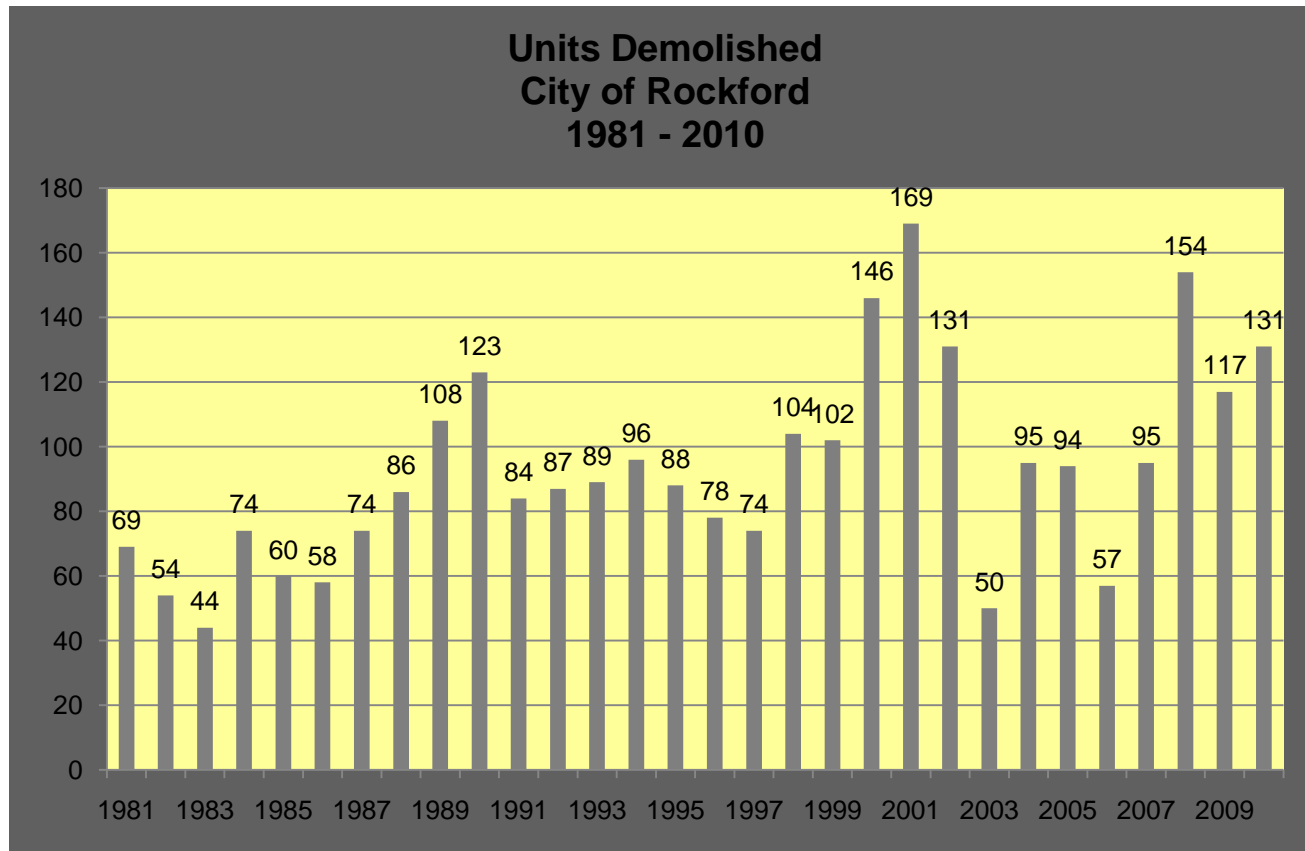
## *Analysis*

- Map illustrates the Rockford Township Assessor's most recent Conditions, Desirability, and Usefulness (CDU) data.
- As of January, 2009, nearly 20% or 8,624 units were classified as poor or worse in Rockford.



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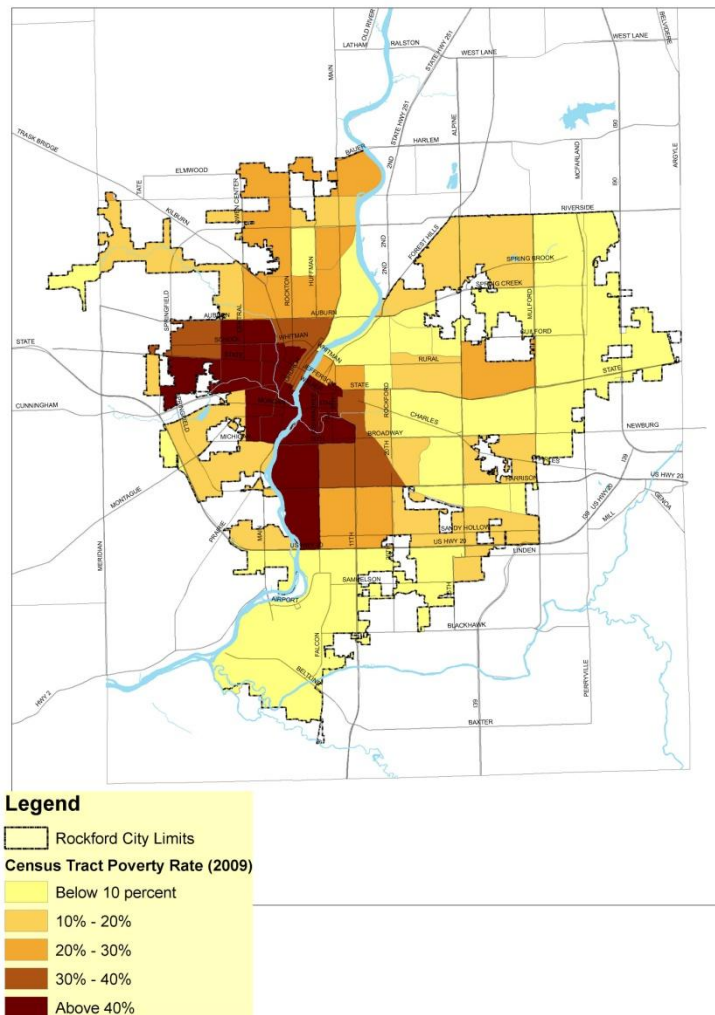
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## Analysis

- At the current pace, only a limited number will be demolished annually.
- There are numerous other indicators that might demonstrate high concentrations of blight.

## Census Tract Poverty Rate (From American Community Survey - 2009)

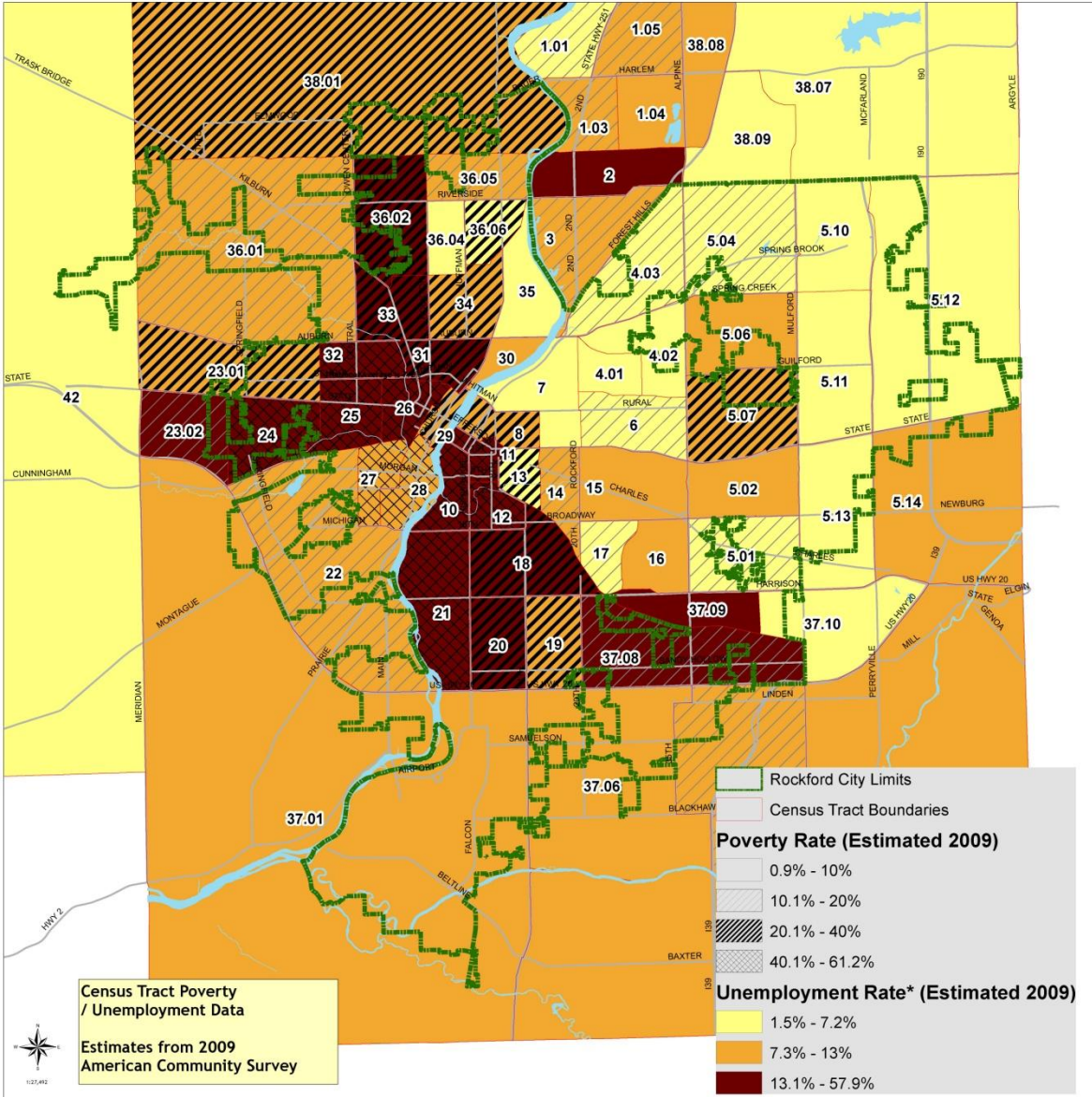


## *Analysis*

- High concentrations of poverty is an indicator of blight.
- Poverty concentrations accelerates property depreciation as well as age, intensity of usage, property crime and climate.
- Lack of income can mean less access to savings or loans for maintenance and repairs.
- As expected, there is a correlation between poverty and unemployment data.

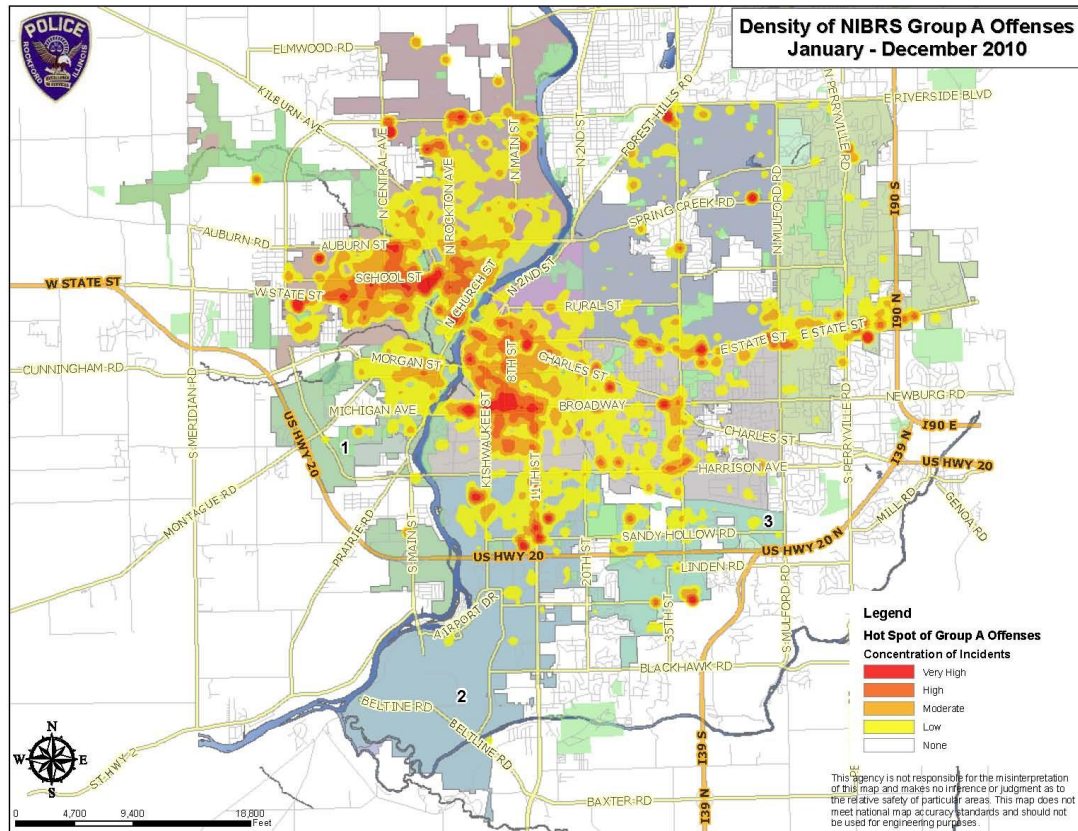
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# ROCKSTAT

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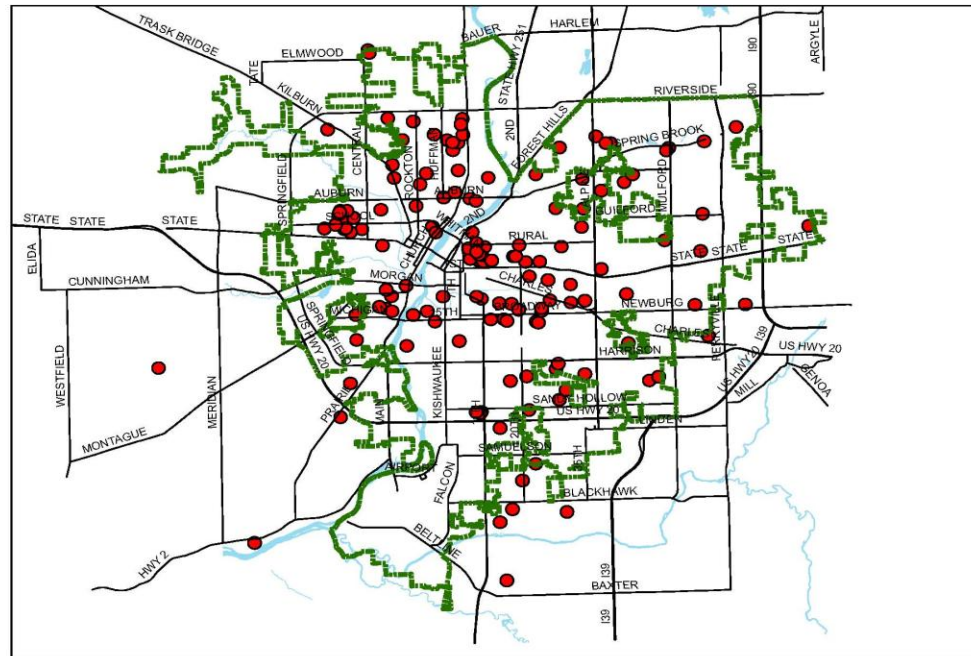
## Analysis

- Neighborhood poverty may have an unpredictable relationship with property crime. Studies have shown a positive correlation between the two.




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## Legend

 Rockford City Limits

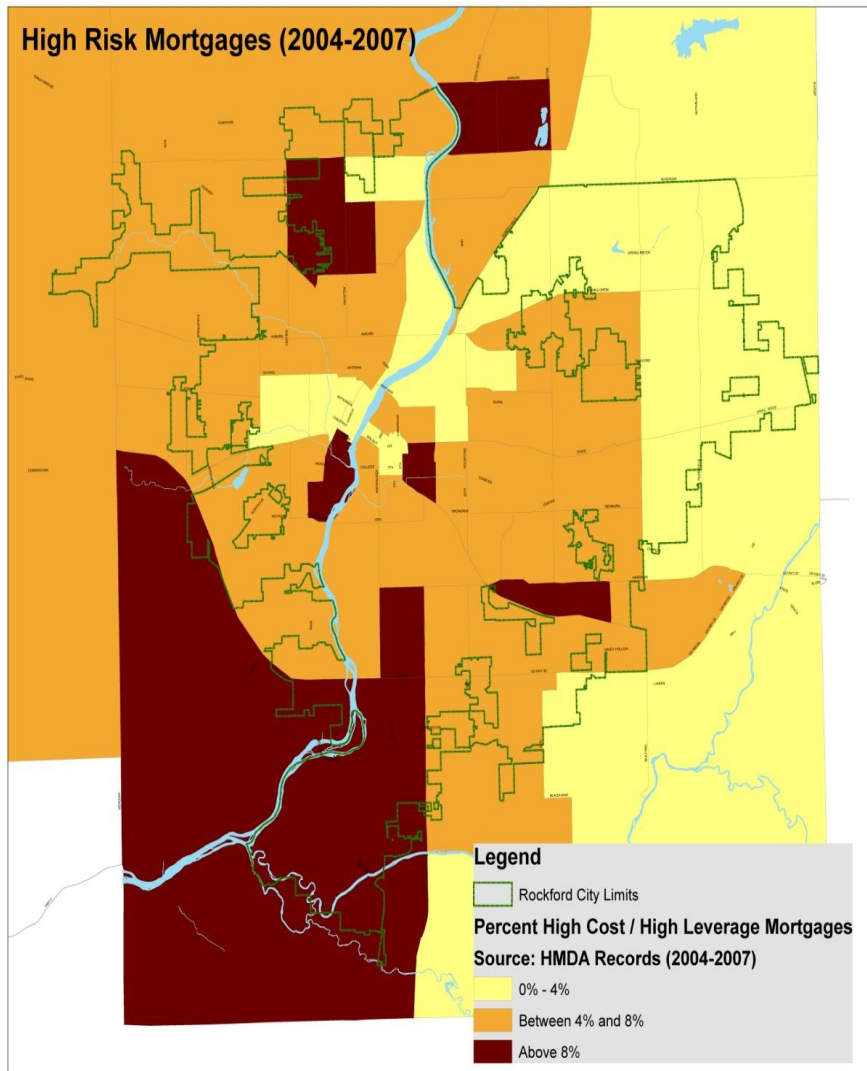
 Foreclosures Filed October 2010 - January 2011

## Analysis

- Another indicator, foreclosures, are everywhere but concentrated in the urban core.
- Map shows the locations of Summons issued and posted to Hanson from October to January.
- Many foreclosures are not maintained and are often stripped of amenities

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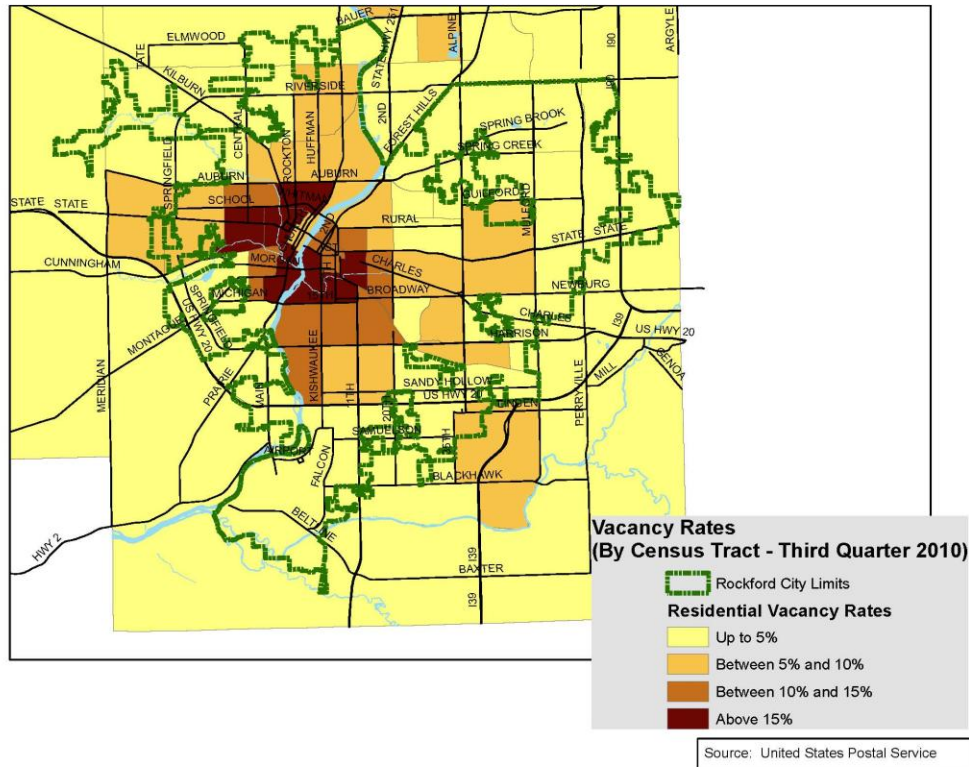


## *Analysis*

- Map illustrates area of high costs/high leverage provided by the Home Mortgage Disclosure Act records.
- Factors that determine high foreclosure risks are:
  - Subprime 1<sup>st</sup> lien mortgages
  - Number of 1<sup>st</sup> lien mortgages in foreclosure
  - 1<sup>st</sup> lien mortgages delinquent 30 days or more
  - Number of vacancies

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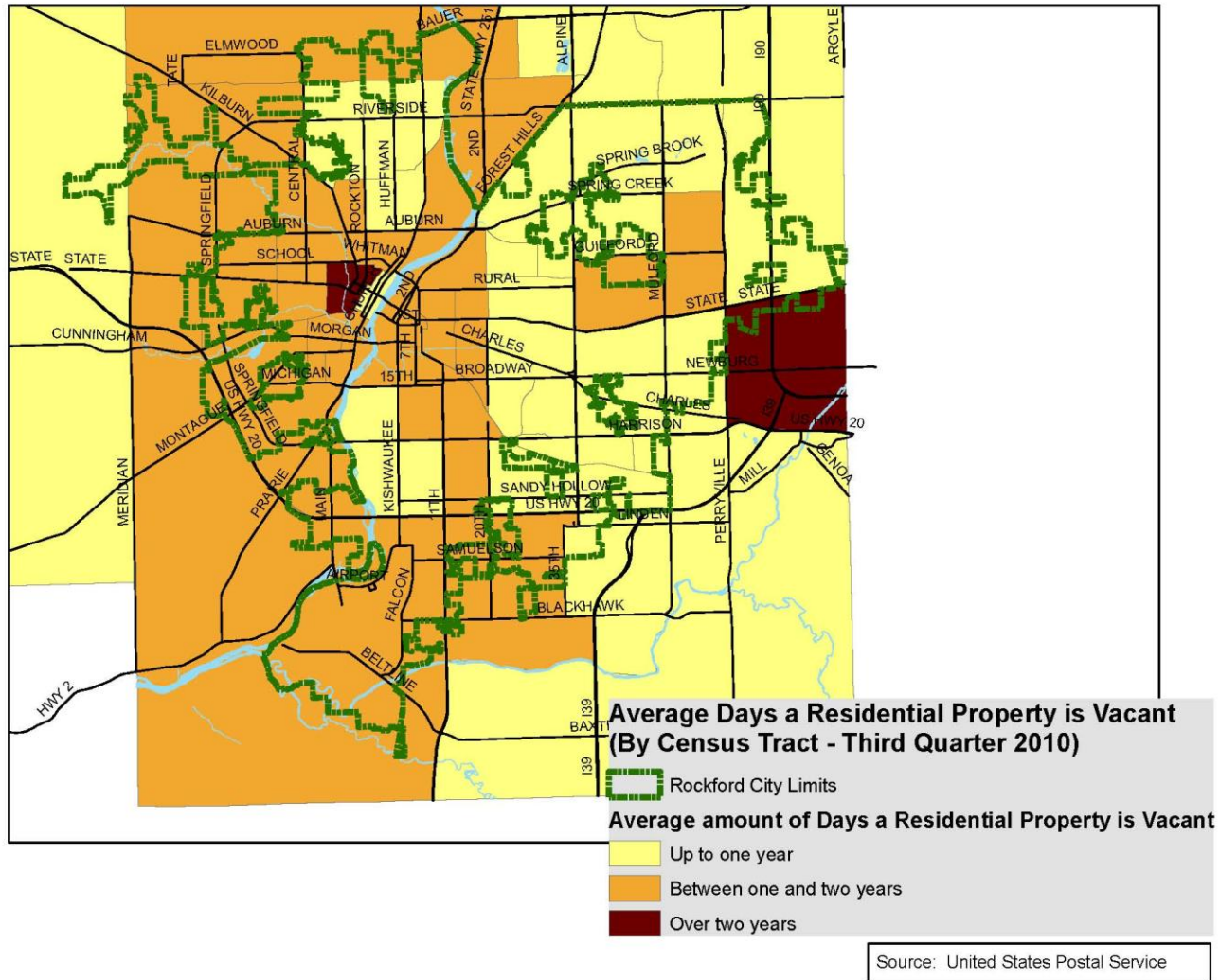


## Analysis

- Vacancy data is provided by the US Postal Service and illustrates vacancy rates as of the 3<sup>rd</sup> quarter of 2010.
- The longer a property is vacant, the greater the impact on a neighborhood
- The number of homes vacant for long periods of time increases the likelihood of blight and decreased values.

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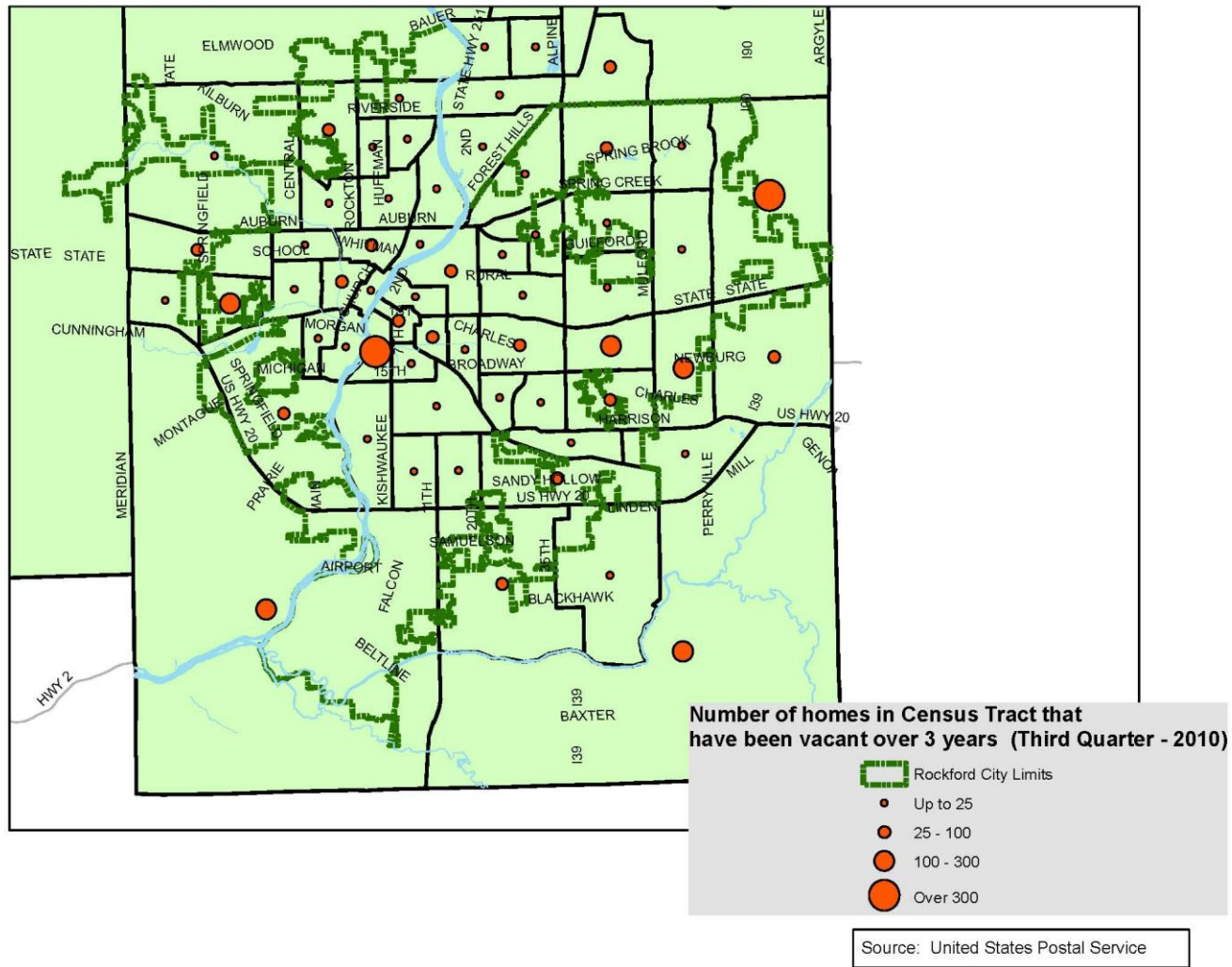
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**Benchmark:** *Increase awareness and access of support services in the community as a step towards self-sufficiency*

**Measure:** *Assistance with access to services for Head Start families in 2009-2010 program year.*

	2007 - 2008	2008 - 2009	2009 - 2010		2007 - 2008	2008 - 2009	2009 - 2010
Emergency/crisis intervention (addressing immediate need for food, clothing or shelter):	184	136	179	Adult education (GED programs, college selection, etc)	110	181	121
Mental Health Services	26	19	16	Domestic violence services	12	10	7
Marriage education services	53	27	12	Child support assistance	19	21	15
Housing assistance (subsidies, utilities, repair, etc)	57	61	71	Health education	138	181	74
English as a Second Language (ESL) training	104	88	80	Assistance to families of incarcerated individuals	15	4	1
Child Abuse and Neglect services	6	14	5	Parenting education	56	69	68
Job training	91	79	45	Substance abuse prevention or treatments	0	6	2

07-08 Total number of families receiving some level of services 444 (75%)

08-09 Total number of families receiving some level of services 452 (76%).

09-10 Total number of families receiving some level of services 462 (69%). Includes EHS

## Analysis

Staff support families' goals and needs.

Families make their own decisions concerning resources they choose to utilize and options they choose to exercise.

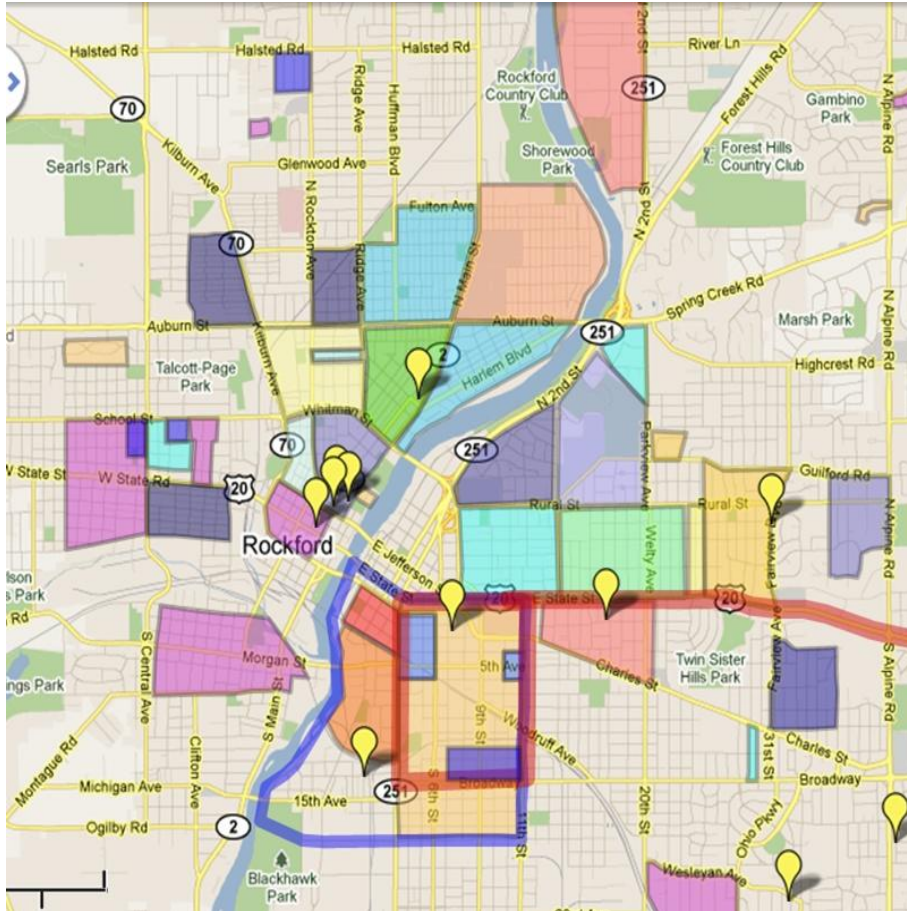
## Strategic Plan

*3.2 Promote self-sufficiency through early intervention programs & support services.*

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## Follow Up: Create map for Neighborhood Networks.



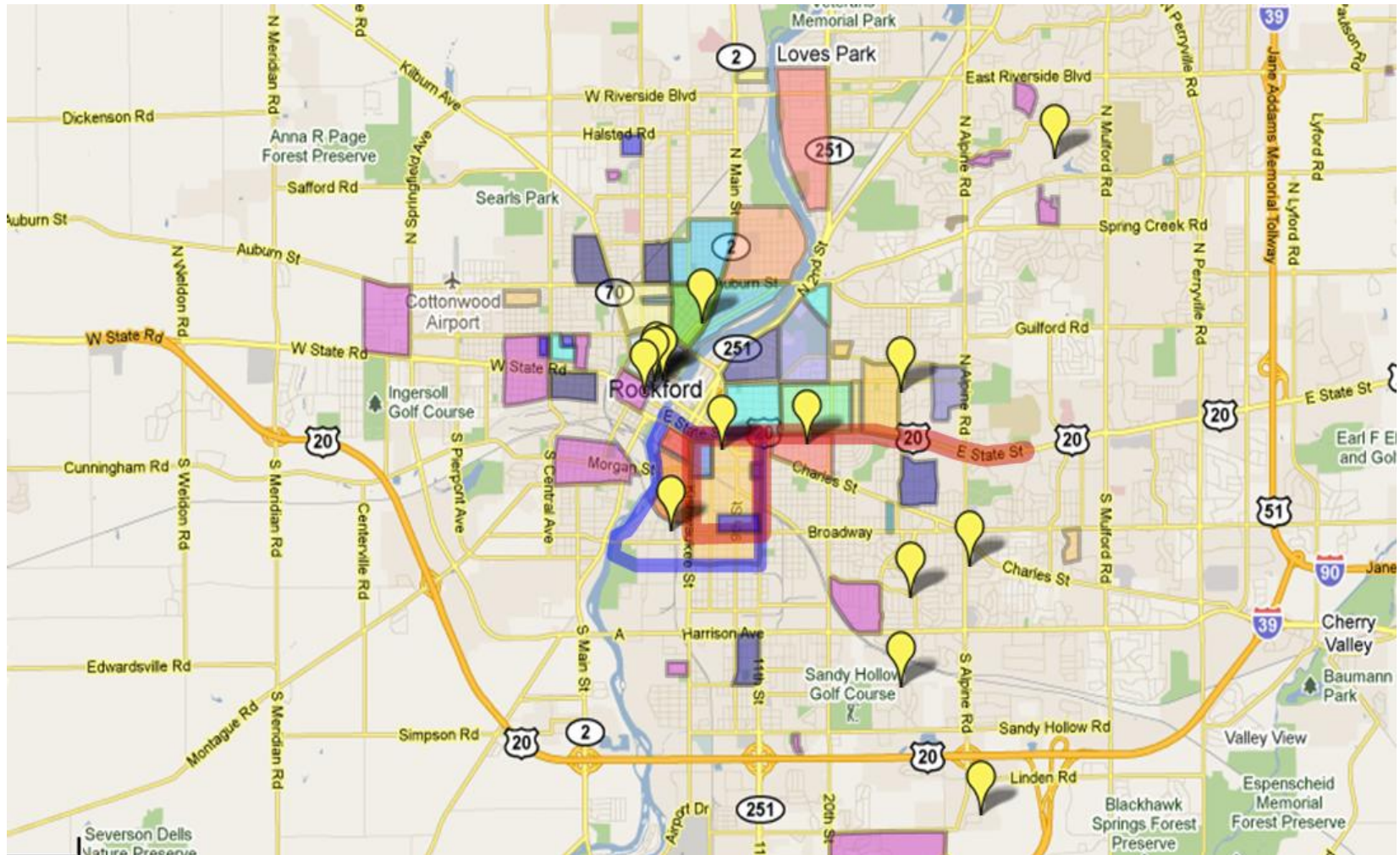
The map to the left is a close-up of downtown neighborhood groups. The map on the second screen is a broader view. In each of these colored areas are also smaller block groups and neighborhood watch groups. The yellow markers indicate special projects such as community gardens. Further detail and information on each neighborhood group can be found at

[www.rockfordneighborhoodnetwork.org](http://www.rockfordneighborhoodnetwork.org)



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Follow Up: Connect with MYAC on combining resources for teen alcohol campaigns.

RAFT (Rockford Alcohol Free Teens) and MYAC (Mayor's Youth Advisory Council) will work together on the following proposed initiatives:

- MYAC's Annual Youth Summit April 16, 2011.
- Project Sticker Shock May 28, 2011
- Cross membership between the two groups
- Youth Recruitment and Retention, MYAC will assist RAFT in recruiting youth to the coalition as well as to ongoing teen events.
- Quarterly Alcohol Compliance Checks.

Follow Up: Include housing groups into City/County discussions.

Alan Zais (Winnebago County Housing Authority) and John Cressman (Rockford Housing Authority) were contacted regarding including Human Services in these discussions. Alan Zais will notify Human Services of next meeting.

*What are the specific targeted activities in the high schools to curb arrests?*

- A. Officer presence in the hallway during passing times and lunch. Consistency of having the same School Resource Officer in the same building on a daily basis. Officers are able to develop rapport and trust with students who are able to come to them with issues that arise at the school. Many students only want to talk with the Officer who is assigned to their school and will not share information with other Officers.
- B. Afternoon roving school unit officers utilized at “hot spot” schools as an increased presence to deter criminal activity.
- C. Team approach to discipline with high school administrators. Minor infractions of school rules are handled at the administrative level and if they cannot be resolved or require police action then the incident would be further investigated by a School Unit Officer. Many times officer presence is used along with the school principal to reinforce the seriousness of an incident that is being handled at the school level but could potentially become a law enforcement issue if the behavior continued.
- D. Future use of Rockford Police K9 unit to do building drug sniffs at the request of the school district due to increased number of cannabis arrests this school year.
- E. Officers utilize the crime stopper reward program for information leading to the arrests of students who bring drugs or weapons into school. The program has also been used to identify theft suspects.

### *Can we inform officers of rehab properties? (permitting process )*

RPD Community Services Sergeant met with Todd Cagnoni and 2 IT representatives on Friday, March 3rd. IT advised that a Crystal report can be generated from Hansen. It was decided that we would only look at new construction and major remodeling permits. Todd and IT will work on this report and forward it to RPD for evaluation.

Also advised by Jennifer Cacciapaglia that she is working on a database that shows the Abandoned & Foreclosed property with an overlay of the Section 8 housing and an overlay of the Section 8 housing owners that do not live in Rockford. Under new legislation all property owners must report to the municipality when their property is vacant and/or foreclosed (this includes financial institutions). She is working to create a system for reporting and then a database. A meeting will be scheduled between RPD and City Administration to set a course of action. RPD will then meet with all stakeholders (Police, Fire, Building, RHA, Winnebago County Housing, Legal, IT) to hopefully create a one stop database that can be filtered by geographic area and many other variables.



*Ask the County for comparable ordinance for scrap yard registry. Communicate with the county to check county scrap yards?*

Spoke with Winnebago County representative and provided them with copies of City Copper Purchase Registration 7-219, State of Illinois Copper Purchase Registration Law Chapter 121 ½ Section 321-328, and State of Illinois Recyclable Metal Law 625 ILCS 5/1-169.3.

Largest Scrap Yards in County:

Neblock 1001 Pierpont

Ericksons 5383 Swanson Rd

We have and continue to check scrap yards in county reference pending case investigations. County was going to review ordinance with further thought toward implementation.

### *Coordinate graffiti restitution with Finance/Legal/Police.*

Detective Spades discovered while conducting follow up into restitution process:  
The Winnebago County Circuit Clerk's office is working to rectify the current process. Current dollar amount given to Rockford citizens is \$37.00.

### Correction Process

- State's Attorneys corrected court orders.
- State's Attorneys office and City Legal working on a Crystal report having the ability to track graffiti incidents from arrest through the restitution process.

## *Rockford Police Department 3/24/2011*

### *Scorecard as of 2/28/11*

Rockford Police Department Scorecard

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Group A Offenses</b>													
Benchmark	1,664	1,413	1,966	2,055	2,161	2,060	2,273	2,270	2,091	2,074	1,898	1,562	3,078
2011	1,343	1,104											2,447
<b>Group B Offenses</b>													
Benchmark	1,342	1,313	1,456	1,462	1,494	1,410	1,451	1,427	1,392	1,292	1,204	1,001	2,655
2011	1,100	1,074											2,174
<b>Total Criminal Offenses</b>													
Benchmark	2,574	2,706	3,421	3,517	3,655	3,469	3,724	3,697	3,483	3,366	3,102	2,563	5,280
2011	2,443	2,178											4,621
<b>Percent Group A Offenses Cleared by Arrest or Exception</b>													
Benchmark	39.0%	51.4%	35.8%	34.4%	35.9%	31.6%	28.6%	30.2%	32.9%	35.0%	33.6%	37.7%	45.1%
2011	40.6%	48.0%											43.9%

\*\*benchmark is the average of 2008-2010.

\*\*Score based on Standard Deviation of 3 yrs of Month data except Clearances based on 5% Deviation.



## OFFENSE TOTALS BY BEAT



### Last Month vs This Month

GROUP A OFFENSES			
	JAN 2011	FEB 2011	% CHANGE
City	1,343	1,104	-17.80%
District 1	500	399	-20.20%
West ADP	37	16	-56.76%
West Weed & Seed	36	29	-19.44%
District 2	511	385	-24.66%
East ADP	37	31	-16.22%
East Weed & Seed	96	81	-15.63%
District 3	303	260	-14.19%

GROUP B OFFENSES			
	JAN 2011	FEB 2011	% CHANGE
City	1,100	1,074	-2.36%
District 1	480	431	-10.21%
West ADP	38	29	-23.68%
West Weed & Seed	56	38	-32.14%
District 2	379	361	-4.75%
East ADP	32	16	-50.00%
East Weed & Seed	94	108	14.89%
District 3	202	209	3.47%

TOTAL CRIMINAL OFFENSES			
	JAN 2011	FEB 2011	% CHANGE
City	2,443	2,178	-10.85%
District 1	980	830	-15.31%
West ADP	75	32	-57.33%
West Weed & Seed	92	67	-27.17%
District 2	890	746	-16.18%
East ADP	69	60	-13.04%
East Weed & Seed	190	189	-0.53%
District 3	505	569	12.67%

### YTD '10 vs YTD '11

GROUP A OFFENSES			
	YTD 2010	YTD 2011	% CHANGE
City	2,893	2,447	-15.42%
District 1	1,084	899	-17.07%
West ADP	61	53	-13.11%
West Weed & Seed	52	65	25.00%
District 2	972	896	-7.82%
East ADP	57	68	19.30%
East Weed & Seed	213	177	-16.90%
District 3	789	563	-28.64%

GROUP B OFFENSES			
	YTD 2010	YTD 2011	% CHANGE
City	2,437	2,174	-10.79%
District 1	989	911	-7.89%
West ADP	63	54	-14.29%
West Weed & Seed	71	94	32.39%
District 2	847	740	-12.63%
East ADP	57	61	7.02%
East Weed & Seed	242	202	-16.53%
District 3	469	411	-12.37%

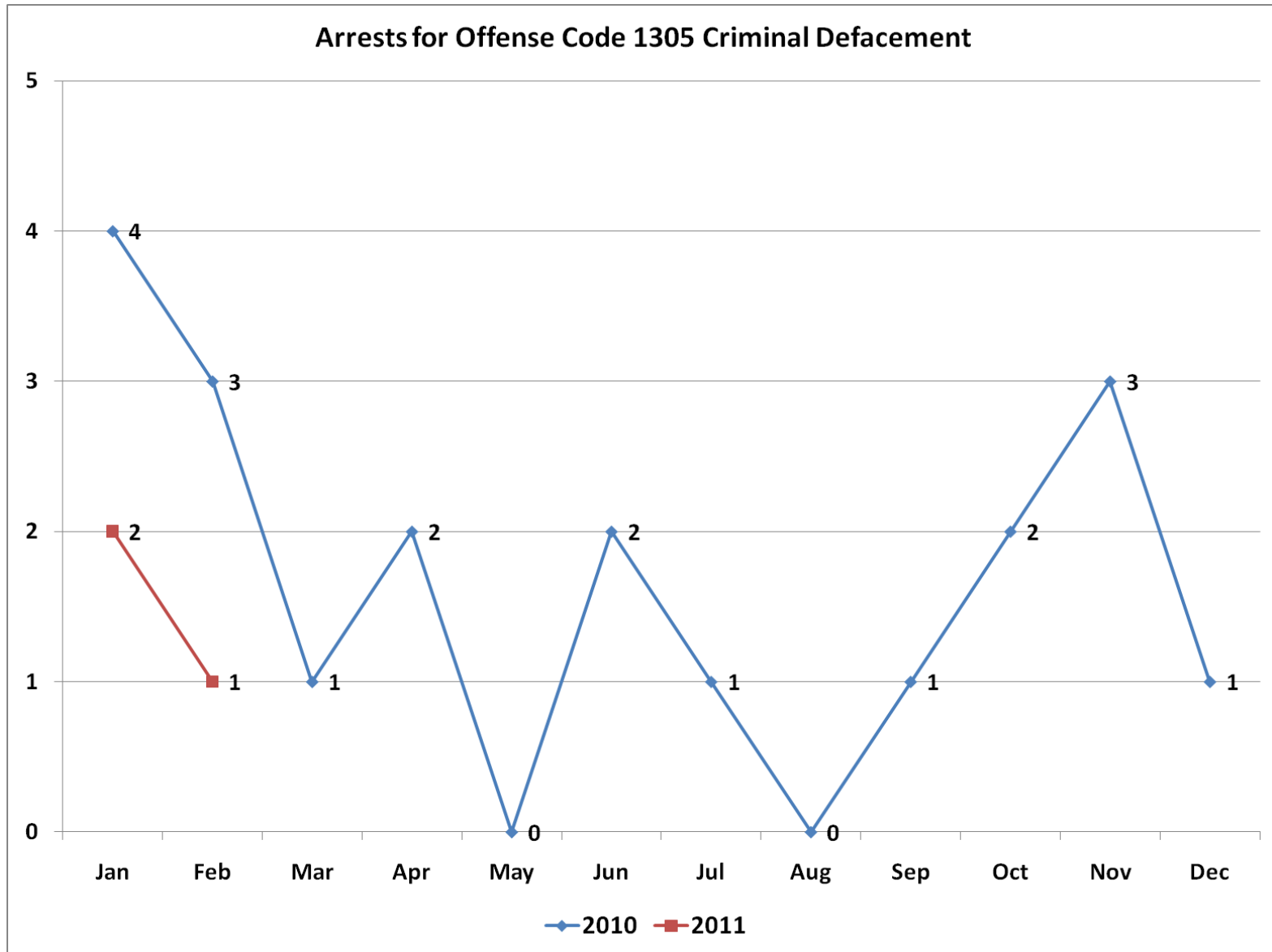
TOTAL CRIMINAL OFFENSES			
	YTD 2010	YTD 2011	% CHANGE
City	5,330	4,621	-13.30%
District 1	2,073	1,810	-12.69%
West ADP	124	107	-13.71%
West Weed & Seed	123	159	29.27%
District 2	1,819	1,636	-10.06%
East ADP	114	129	13.16%
East Weed & Seed	455	379	-16.70%
District 3	1,258	974	-22.58%

\*\*Produced 3/2/11.

\*\*Data after MAY 2008 pulled from NetRMS using Rpt Beats\_Offenses\_NIBRS in the first week of the following month.

\*\*2008 data through MAY pulled from NetRMS using Rpt Beats\_Offenses\_NIBRS on 6/11/08.

\*\*2007 data pulled from NetRMS using Rpt Beats\_Offenses\_NIBRS on 6/18/08.



# Public Safety Rockford Fire Department

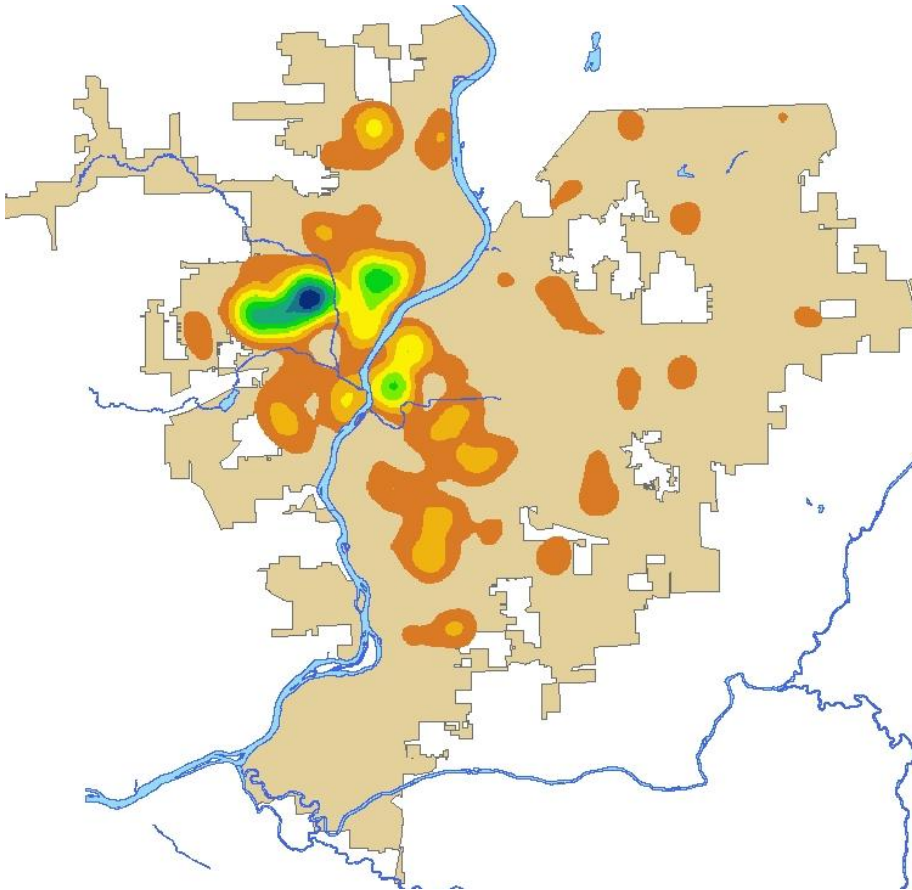
**Chief Derek Bergsten**

March 24, 2011

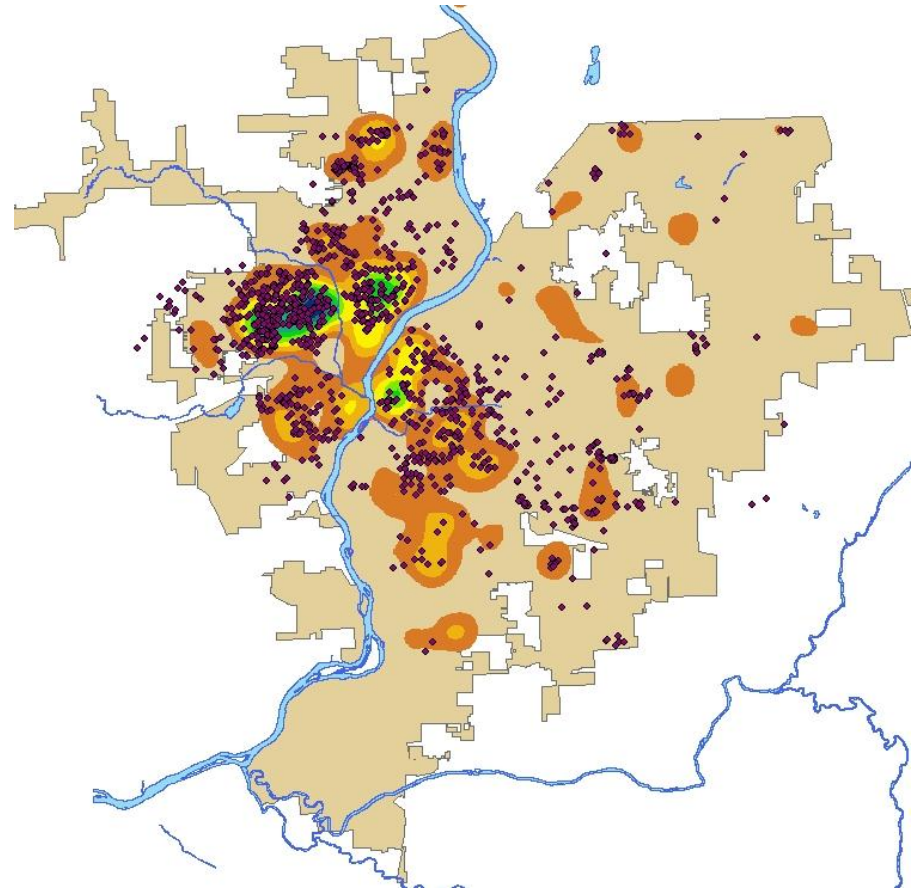
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## 2010 Structure Fire Hot Spot Map



## Section 8 Housing



- About 5% of structure fires in 2010 occurred within Section 8 housing



## Rockford Fire Department Dashboard 2011 YTD

Measure	Definition of Measure	Benchmark	Actual	Definition of Benchmark	Origin of Benchmark
EMS & Search and Rescue Incidents	General Medical, Motor Vehicle, Rescue, etc.	-2%	7.06%	YTD decrease of 2% or greater	2010 Stats
Structure Fire Incidents	Any fire occurring in or on a structure	-1%	18.18%	YTD decrease of 1% or greater	2010 Stats
Vehicle Fire Incidents	Any fire occurring in or on a vehicle	-4%	20.00%	YTD decrease of 4% or greater	2010 Stats
Outside Fire Incidents	Any fire occurring outside (grass or brush, dumpster, other trash, equipment)	13%	60.00%	No more than 13% YTD increase	2010 Stats
Open Burning Incidents	Fires for recreational purposes that are not within city ordinances	-23%	-25.00%	YTD decrease of 23% or greater	2010 Stats
Inspections	Building Inspections performed by the Fire Prevention Bureau	183	170	YTD average monthly inspections	2010 Stats
Arson Clearance Rate	Percentage of arsons cleared by arrest or exception	17%	10.00%	17% or greater of arsons cleared	UCR Data (2009)
Public Education	Public Education presentations performed by Fire Prevention Bureau and staff at Fire Stations	22	12	Average monthly presentations	2010 Stats
Surveys- 911 Customer Service	Two survey questions related to 911 customer service	90%	92.81%	Receive a rating of Outstanding or Excellent on 90% or more surveys	Internal
Surveys- Fire Customer Service	Four survey questions related to Fire personnel customer service	90%	92.74%	Receive a rating of Outstanding or Excellent on 90% or more surveys	Internal

# Public Works Department

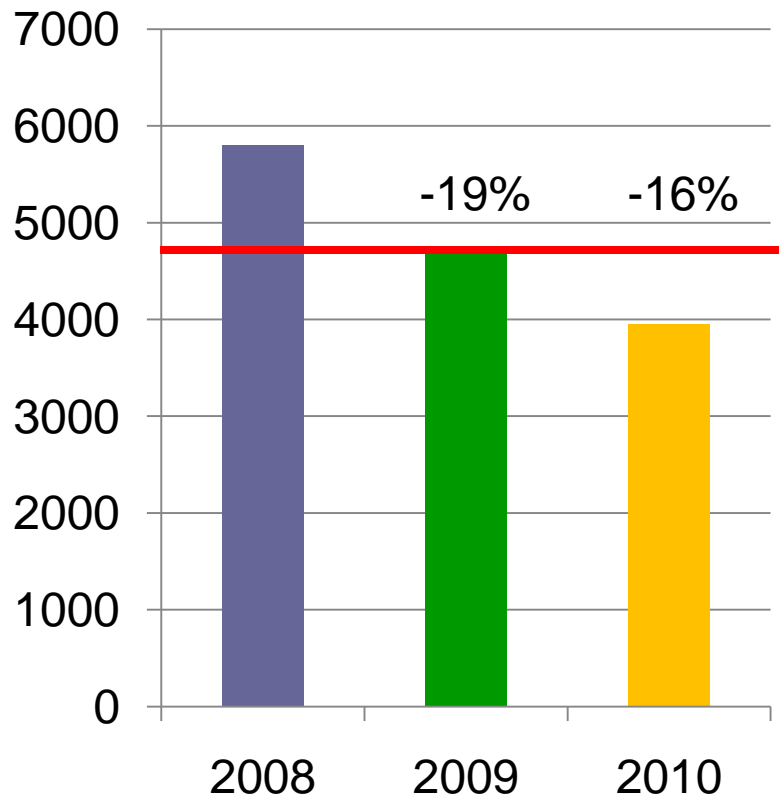
**March 24, 2011**

# Street Division Follow Up

- Mark Stockman, Street Superintendent

## *Measure: Street Sweeping Tonnage by Season*

### Tons



### *Analysis*

- Overall, have realized a 32% decline in street sweeping tonnage from 2008 thru 2010.
- Since tonnage is more closely related to streets deteriorating than to litter or leaves, the data would support that progress has been made in the area of street improvements.

### *Strategic Plan*

To maintain & develop an attractive, sustainable, & safe transportation system.

Statistics	2/4	2/11	2/18	2/25	February Total	Season Total
Salt on Hand end of week (Tons)	2900	6300	6300	5100		
Salt Purchased (Tons)	0	4000	0	0	4000	10,000
Salt Used (Tons)	1200	600	0	1200	3000	15,400
Sand/Salt Mix on Hand end of week (Tons)	3048	3048	3048	3048	3048	452
Sand Purchased (Tons)	0	0	0	0	0	0
Sand/Salt Mix Used (Tons)	0	0	0	0	0	452
Arterial Spreading Operations	2	2	0	4	8	21
Residential Spreading Operations	0	0	0	0	0	5
Snow Accumulation	15.1	3.2	0	1.9	20.2	49.9
Plowing Operations	1	0	0	0	1	7
Snow Removal Operations	1	0	0	0	1	1
Employees in Field	250	50	0	100	400	964
Prevailing Wage	\$28.63	\$28.63	\$28.63	\$28.63	\$28.63	\$28.63
Average Paid Day per Employee	11.50	5.00	0	5.00	9.06	9.31
<b>City Cost</b>						
Arterial Spreading/Plowing Operations-Labor	\$34,356.00	\$7,157.50	\$0.00	\$14,315.00	\$55,828.50	\$159,612.25
Residential Spreading/Plowing Operations-Labor	\$47,955.25	\$0.00	\$0.00	\$0.00	\$47,955.25	\$97,342.00
<b>Total City Plowing Operations - Labor</b>	<b>\$82,311.25</b>	<b>\$7,157.50</b>	<b>\$0.00</b>	<b>\$14,315.00</b>	<b>\$103,783.75</b>	<b>\$256,954.25</b>
Fuel Costs - Diesel for Vehicles @ \$ 2.60 gal.	\$33,637.50	\$2,925.00	\$0.00	\$5,850.00	\$42,412.50	\$96,525.25
Equipment Failure - Breakdowns	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,000.00
Salt Total @ \$76.59 a Ton	\$91,908.00	\$45,954.00	\$0.00	\$91,908.00	\$229,770.00	\$1,171,716.00
Sand Total @ \$9.00 a Ton	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$900.00
Calcium Chloride @ \$1.25 gal.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,905.00
<b>Total City Cost</b>	<b>\$207,856.75</b>	<b>\$56,036.50</b>	<b>\$0.00</b>	<b>\$112,073.00</b>	<b>\$375,966.25</b>	<b>\$1,554,000.50</b>
Contractor Plowing Cost	\$490,311.75	\$0.00	\$0.00	\$0.00	\$490,311.75	\$809,847.00
<b>Grand Total</b>	<b>\$698,168.50</b>	<b>\$56,036.50</b>	<b>\$0.00</b>	<b>\$112,073.00</b>	<b>\$866,278.00</b>	<b>\$2,437,569.75</b>
Cost Per Event (Average)	\$349,084.25	\$28,018.25	\$0.00	\$28,018.25	\$108,284.75	\$116,074.75
Cost Per Inch of Accumulation	\$46,236.32	\$17,511.41	\$0.00	\$58,985.79	\$42,885.05	\$48,898.09
Snow Ordinance Tickets (PCO's)	434	0	0	0	434	838
Hansen Requests	227	301	0	30	558	1,475

# Engineering Services

- Marcy Leach, Engineering Operations Manager

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Monthly Performance		2011 Monthly Target	Jan	Feb	Mar	Apr	May	Jun
Engineering	# of Site Plans Reviewed	7	0	1				
	% of Site Plans Reviewed in less that 14 days	95%	100%	100%				
	# of Development Plans Reviewed	1	3	0				
	% of Develop. Plans Reviewed in less than 21 days	95%	100%	100%				
	# of ROW Permits Issued	100	96	69				
	% of ROW Permits Issued in 1 day	95%	95.8%	100.0%				
	# of Driveway Permit Issued	10	0	0				
	% of Driveway Permits Approved in 1 day	95%	100%	100%				
	Pavement Striping Drawn in GIS (mi)	2.5	0	0				
	ADA Ramps Drawn in GIS	30	14	81				
	Water Services Drawn in GIS	50	73	118				
	Fire Hydrants Drawn in GIS	10	23	12				
	Water Valves Drawn in GIS	20	50	30				
	# of Storm Structures Drawn in GIS	200	56	265				
	# of Storm Structures Inspected	250						
	Storm Sewer Pipe Drawn in GIS (mi)	3	0.7	4.5				
	Storm Sewer Pipe Inspected (mi)	5						
	Street Lights Removed by ComEd	300	26	39				
	Illicit Discharge Inspections On Site							
	Illicit Discharge Inspections In Pipe/Stream							
	Pavement Miles Inspected	18						
	Record Drawings Scanned	400	431	700				



# Street & Transportation

- Mark Stockman – Superintendent
- Kwame Calvin – Traffic & Properties Operations Manager

# ROCKSTAT

*Better Governing Through Accountability*

Monthly Performance		2011 Monthly Target	Jan	Feb	Mar	Apr	May	Jun
Street Operations	% Pothole CSR's Closed During Reporting Period	75%	70%	63%				
	Arterial Pothole Requests - Average Days to Close	5	3	4				
	# of Miles of Streets Swept	350						
	# Trees Trimmed	75	76	35				
	% Forestry CSR's Closed During Reporting Period	75%						
	Forestry Requests - Average Days to Close	10	0.4	0.011				
	Snow/Ice Requests - Average Days to Close	1	0.2	1				
	Snow/Ice Requests Closed - % 1 Day or Less	90%	90%	79%				
	Overall Requests - Average Days to Close	3	1	2				
	% Overall Street Requests Closed	80%	77%	77%				
Traffic Operations	Graffiti Removal Time in ≤ 5 days	95%						
	% Signals Repaired Compared to Reported	95%	99%	98%				
	% Signals Replaced Compared to Reported	95%	100%	81%				
	Signal Bulb Outage Response Time in ≤ 24 hrs	95%	94%	98%				
	City Street Light Outage Response Time ≤ 5 days	95%	100%	100%				
	Parking Lot Striping % to Plan	95%						
	% Sign Repaired/Replac. to Reported	95%	100%	100%				
	Signs Repair/Replac. Response Time ≤ 5 days	95%	100%	100%				

# Public Works - Water Division

- Tim Holdeman, Water Superintendent

# ROCKSTAT

*Better Governing Through Accountability*

		Monthly Performance	2011 Monthly Target	Jan	Feb	Mar	Apr	May	Jun
Water Operations	Distribution	Emergency Repair Time (hours)	3	2.7	2.3				
		% of Total Repairs That Are Planned	80%	59%	45%				
		Emergency JULIE Locate Response Time (hrs)	2	0.7	0.8				
		Backlog of Non-Emerg Repairs (Weekly Avg)	25	11	13				
		# of Winter Backlog Jobs	130	74	90				
		Water Main Flushed (mi)	5						
	Customer Service	Average # of Days to Correct Meter Problem	30	25	25				
		# of Days for First Available Scheduling	3	0.4	0.8				
		% of Citizens Receiving 1st Choice Scheduling	90%	98%	99%				
		Call Center Pick Up Response Time (sec.)	15	12	9				
		% of Calls Dropped	5%	2.9%	3.5%				
	Production	% Meeting Demand for Water Pumped	110%	166%	166%				
		Service Pressure Excursions	250	111	1.31				
		% of Total Maintenance Hrs Available	70%	69%	64%				
		# of Water Quality Complaints	9	4	0.03				
		% of Total Production from Rehabed Wells	80%	62%	71%				
	Financial	Total Amt Past 30 Days Due as % of Revenue	5%	4.1%	4.1%				
		Operating Revenue, % of Plan	100%	90%	91%				
		Number of New Water Connections	8	5	0				

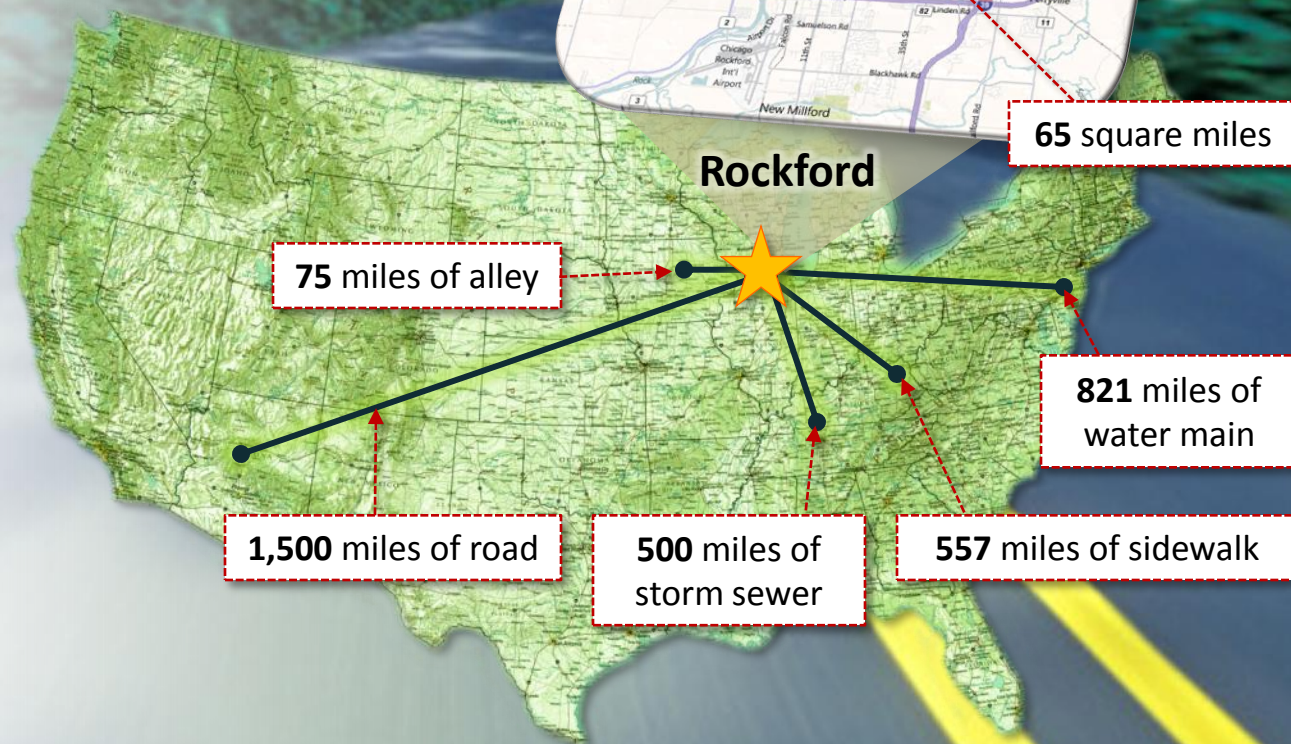
# Rockford 2011

CIP Outline





# Existing Infrastructure



**65 square mile area** | **80,000 parkway trees**  
**13 watersheds** | **265 detention basins** |  
**3 dams** | **123 bridges**



# Challenging Economic & Employment Climate

- Highest unemployment in state of Illinois
- Aging infrastructure
- Historic underinvestment





# Transportation Operational Challenges



**Existing systems are not connected to community needs**

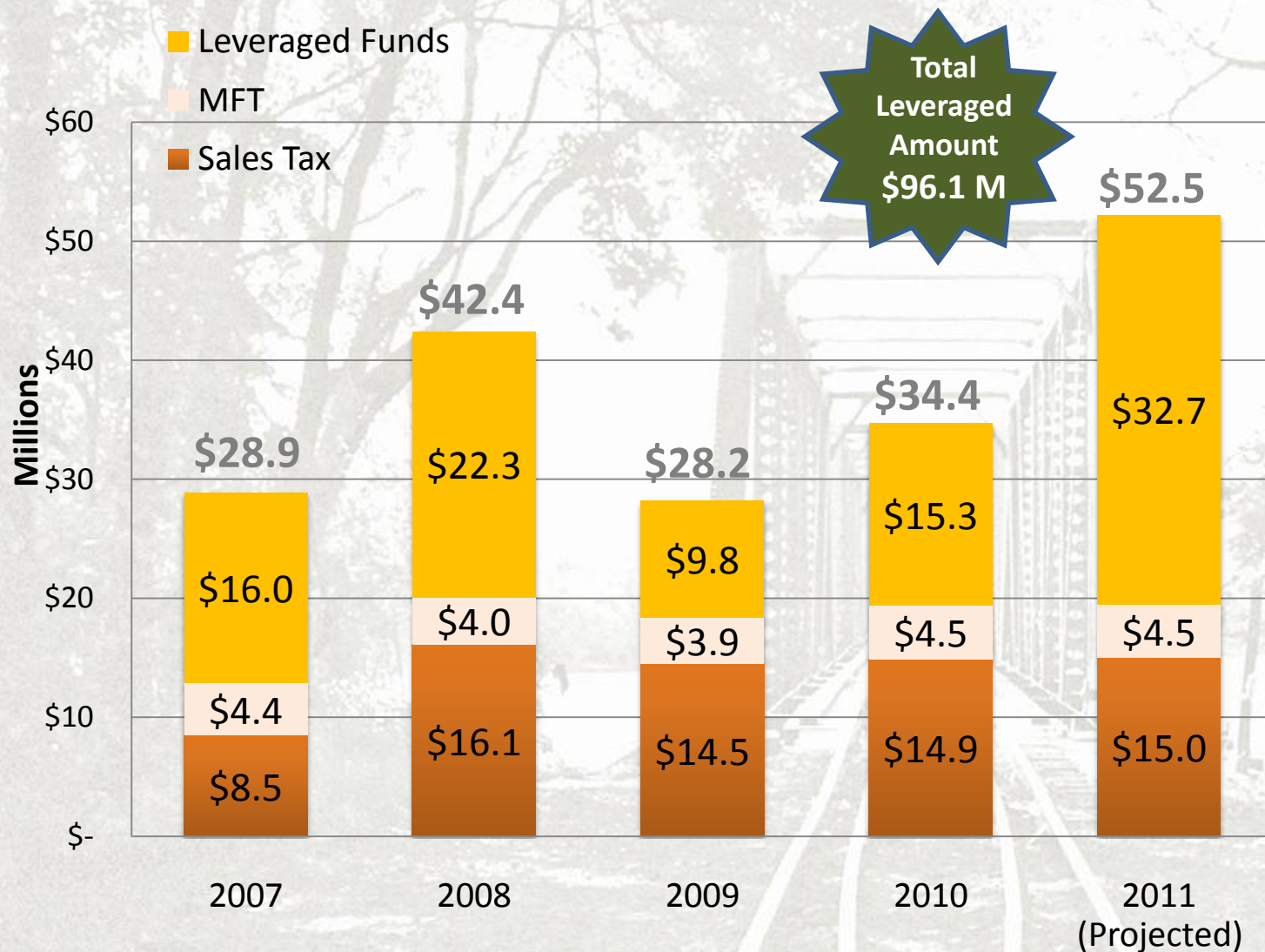
# 2007 – 2011 FINANCIAL STORY





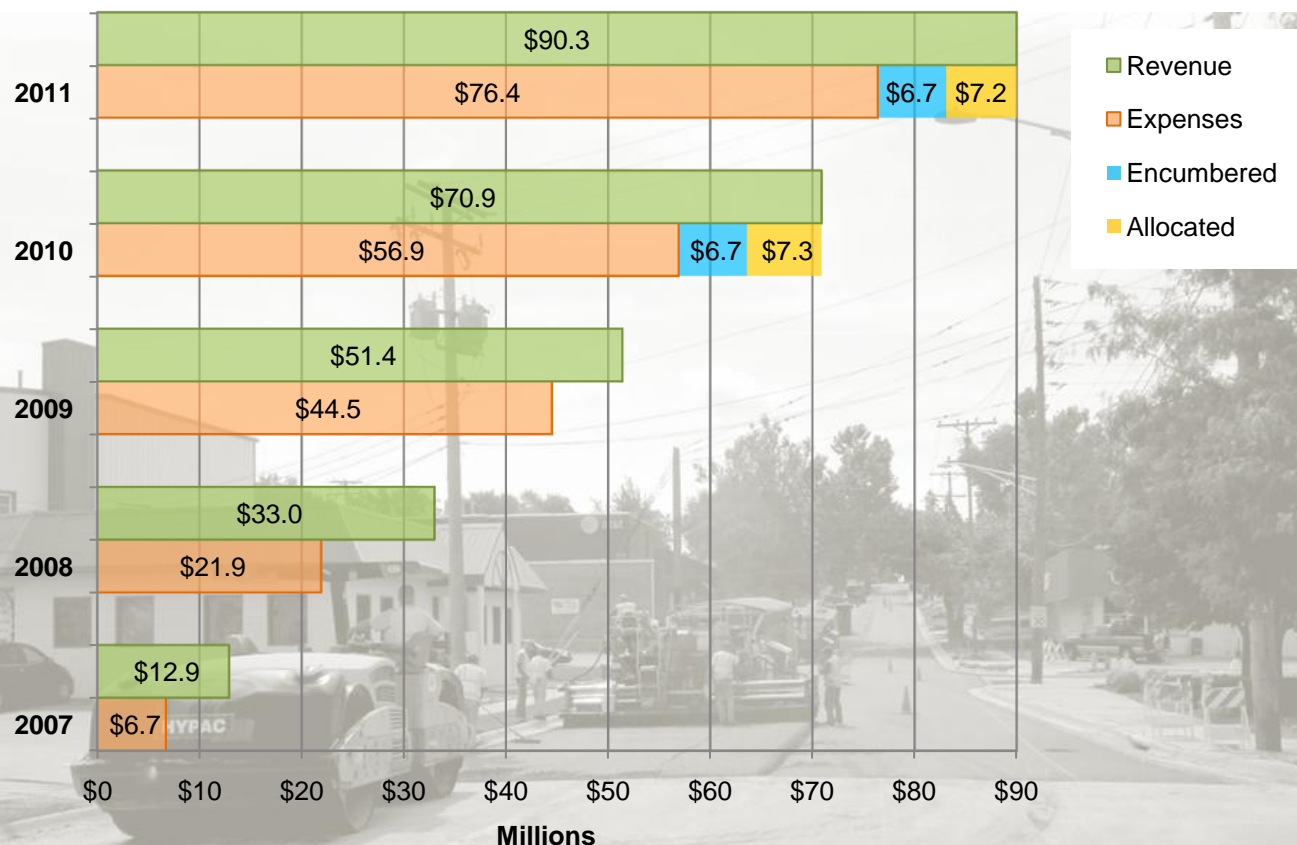
# CIP Revenues

## with leveraged funds 2007 - 2011



# Our New Way of Doing Business: Funded by Sales Tax & MFT

**Cumulative CIP Revenue vs. Expenses**  
2007 – 2011

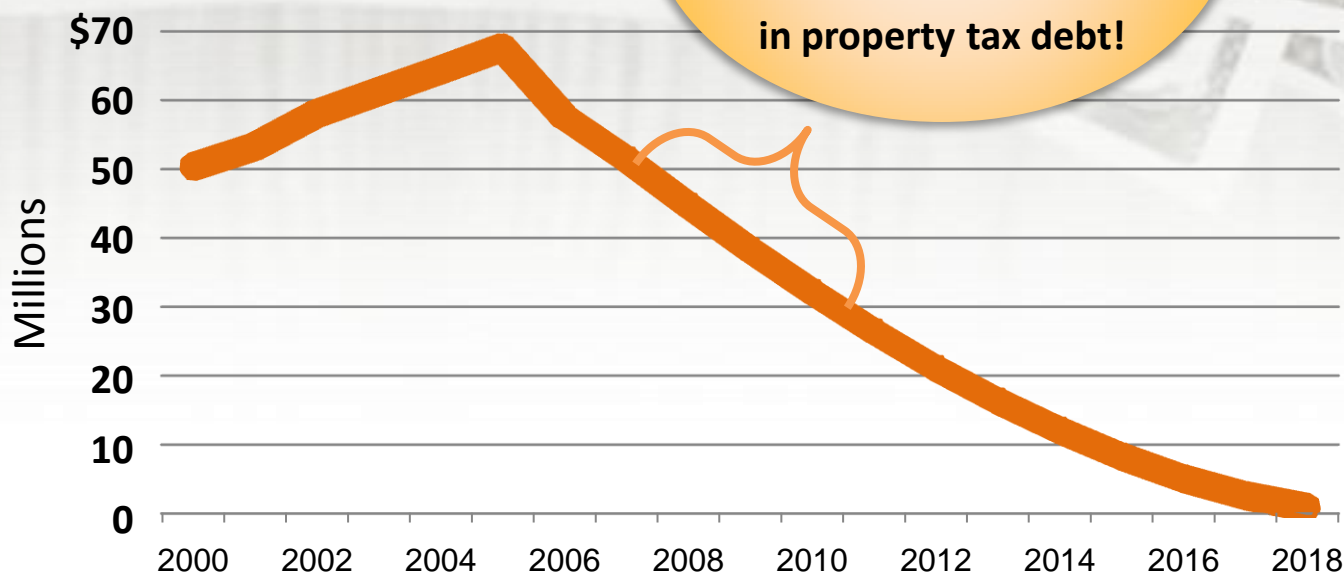


*\* 2011 CIP Revenues  
are Projected*



# Our New Way of Doing Business: Bond Debt

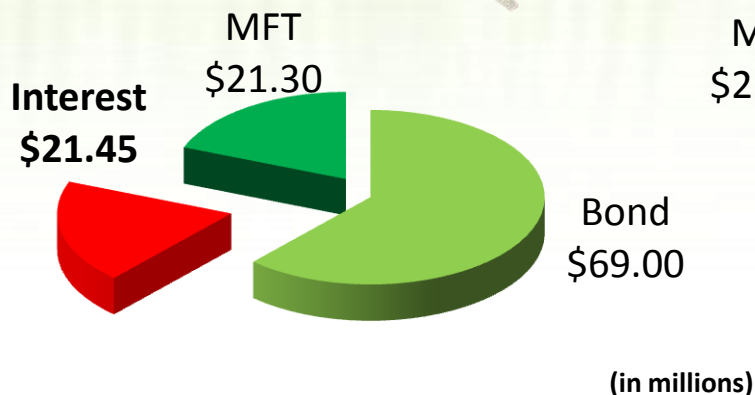
Between  
2007 and 2010,  
we have eliminated  
**\$19.29 million**  
in property tax debt!



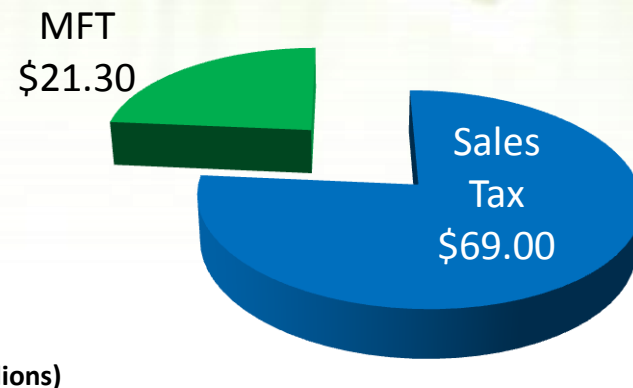


# Our New Way of Doing Business: Cash vs. Credit

The community saves  
**\$21.45 million**  
by using the pay-as-you-go/  
sales tax method



**General Obligation Bond Method**  
2007 - 2011

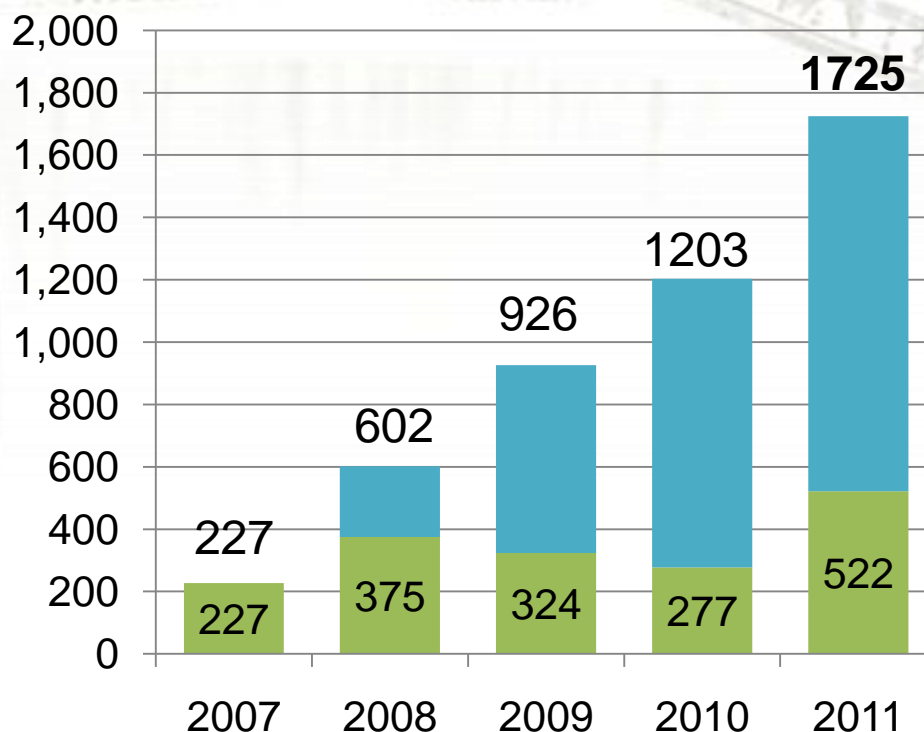


**Pay-As-You-Go Method**  
2007 - 2011

# Our New Way of Doing Business: Job Creation

**1,725**  
**jobs created!**

**Jobs Created by City's  
Capital Investment Program**  
(2007-2011)



■ Overall Job  
Creation  
■ FTE Jobs

- 2011 jobs are projected
- 1 Full Time Job Equivalent (FTE) per \$100k program dollars. - Information provided by NIBCA
- Job projections based on 2007-2011 expenditures plus leveraged funds.



# CIP Funding Breakdown

## 2007 - 2011

2007-2011 CIP BUDGET AND CATEGORIES



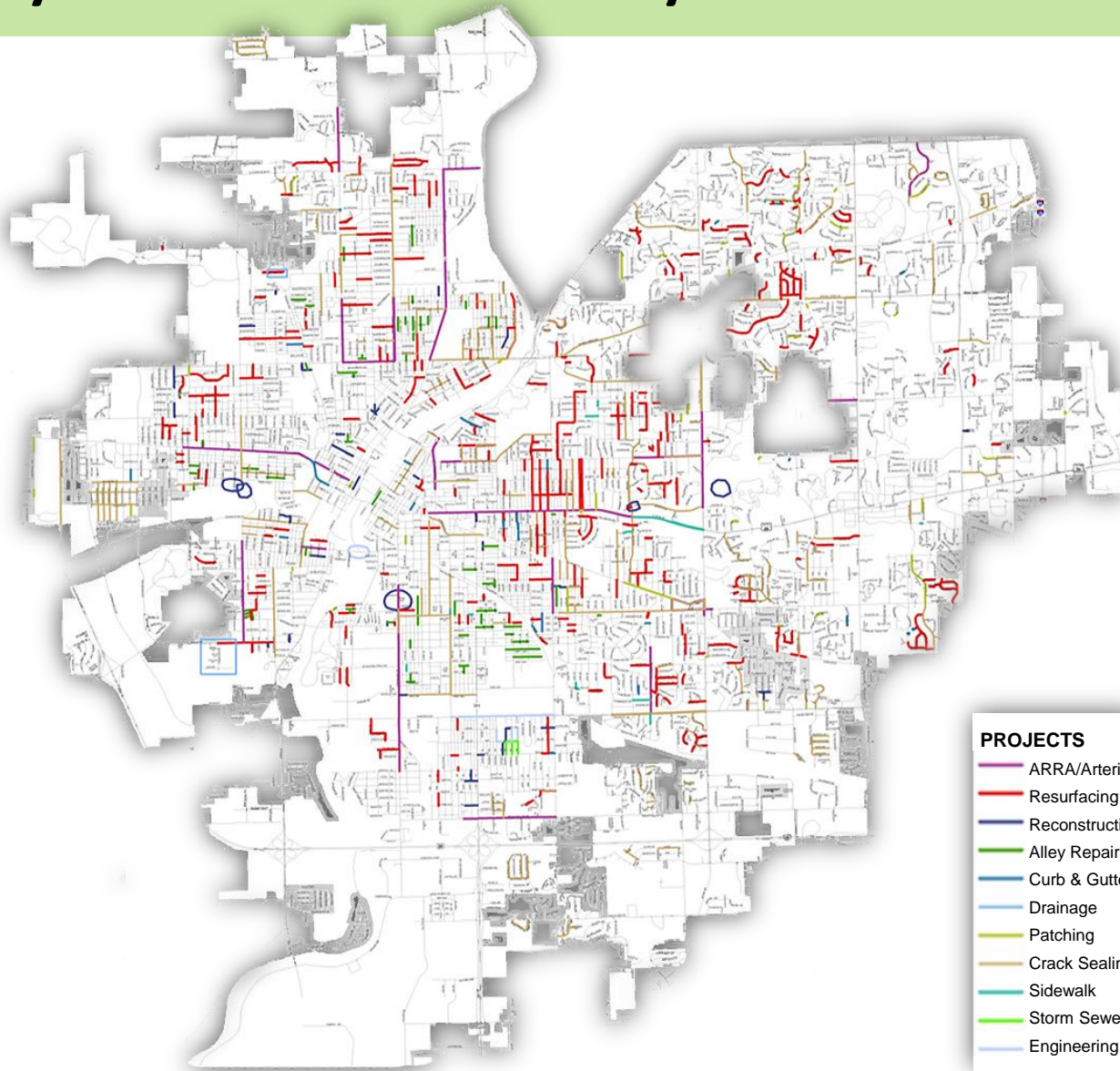
# ACCOMPLISHMENTS





# Our Work has Touched Every Area of the City

2007 – 2010  
Completed  
CIP Projects



## PROJECTS

- ARRA/Arterials
- Resurfacing
- Reconstruction
- Alley Repairs
- Curb & Gutter
- Drainage
- Patching
- Crack Sealing
- Sidewalk
- Storm Sewer
- Engineering



# Transformational Projects

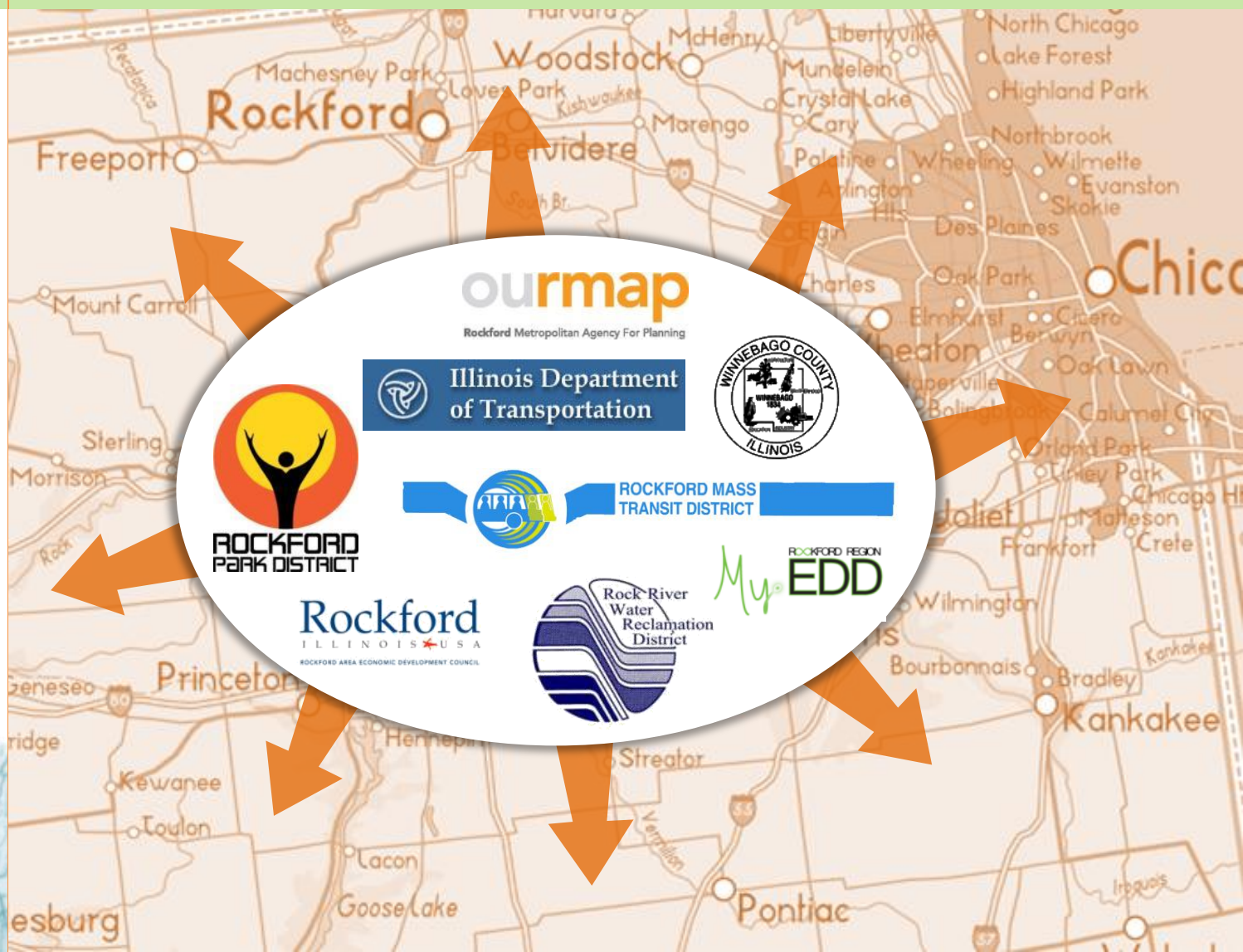




# Taking Care of the Basics



# Larger Regional Vision





# Engaging the Community



*AIA NI/Pilgrim's Progress Report, 2008*



# WHAT'S NEXT?



# Future Needs

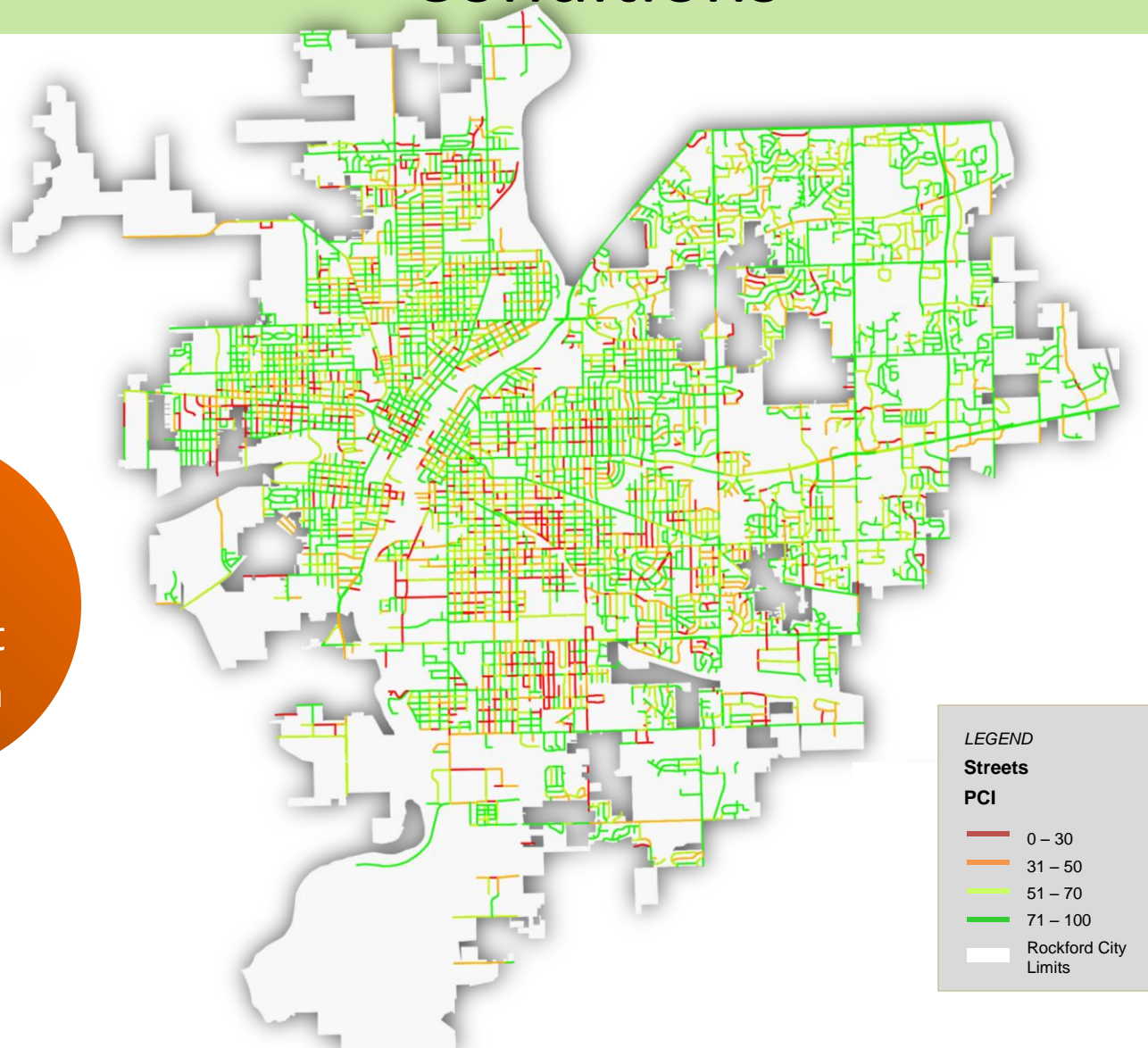
- Taking Care of What We Have
- Improving Built Environment
- Making the Connection
- Complete Streets





# Understanding Our Current Conditions

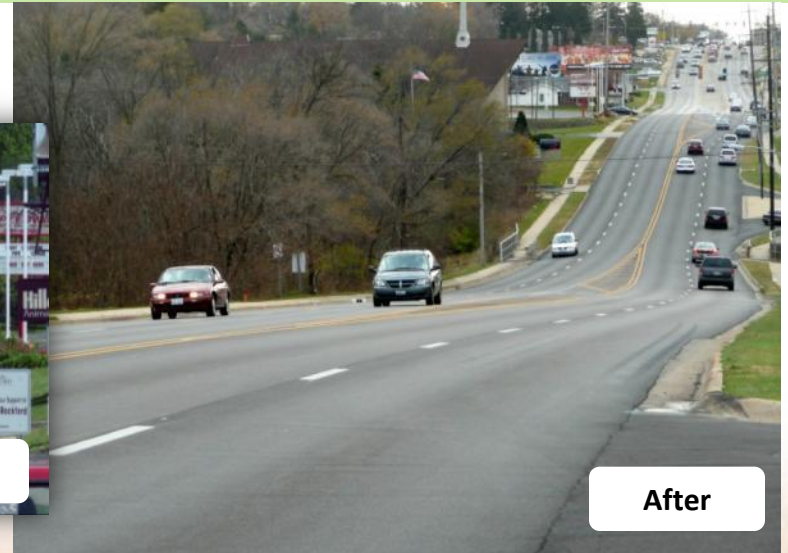
Rockford  
Streets  
Pavement  
Condition



# Improving Our Built Environment



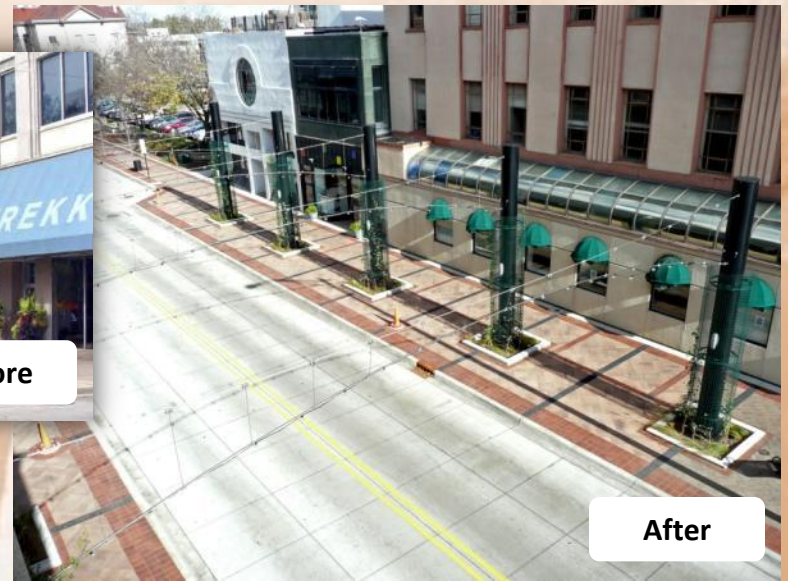
Before



After



Before



After



# Making the Connection



# Complete Streets



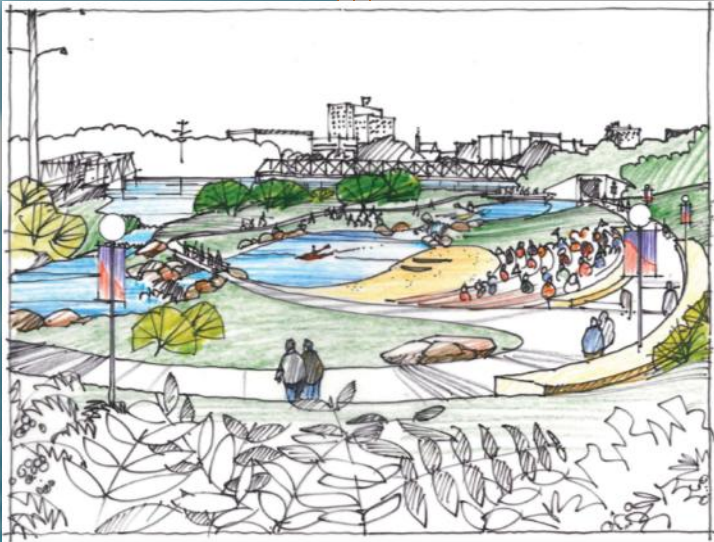


# THE FUTURE





# Looking Out Into the Future

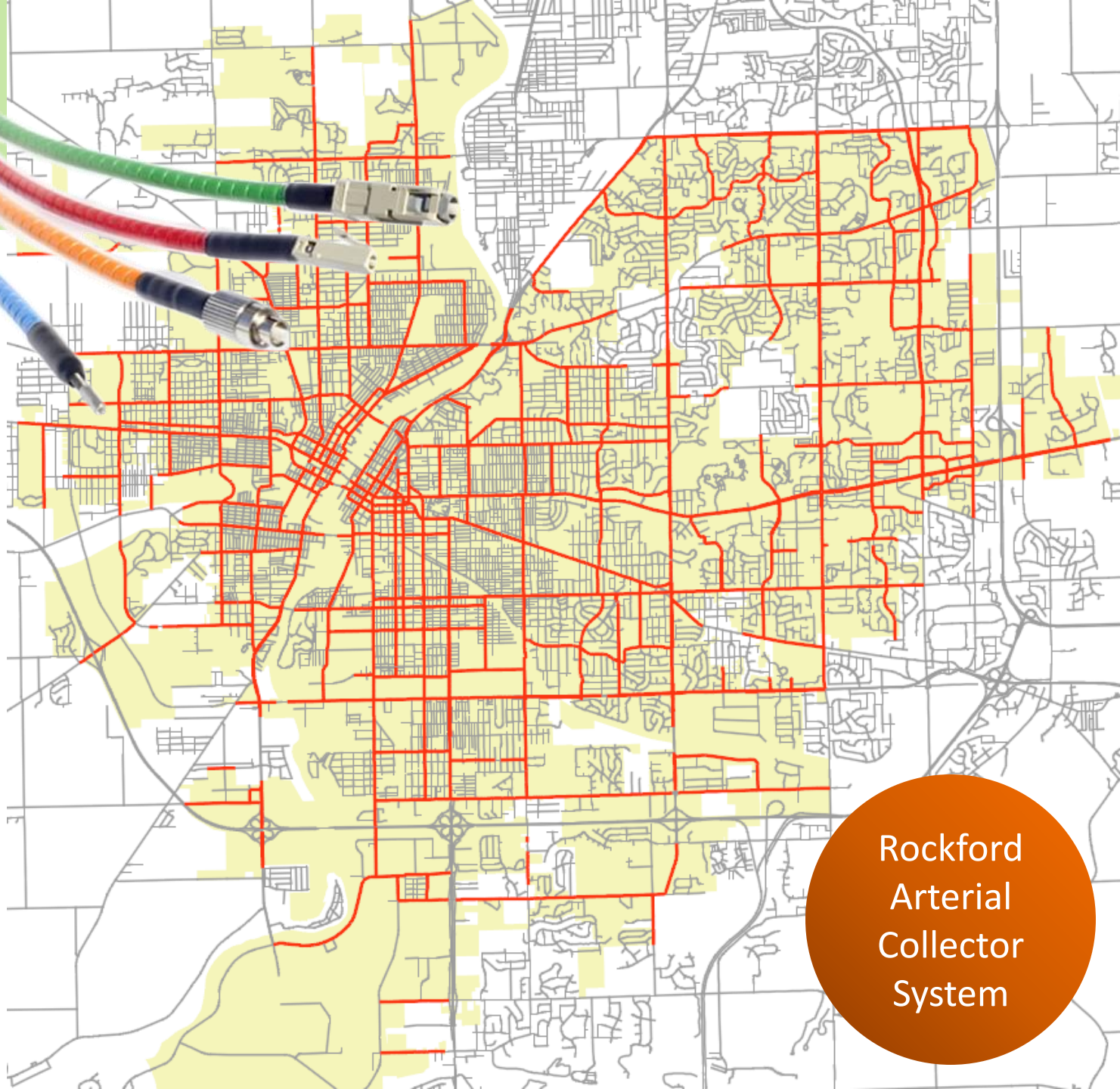
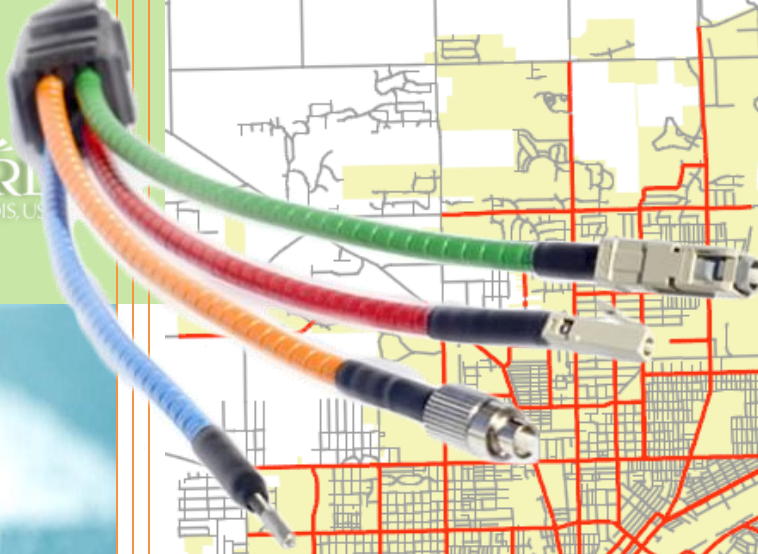


- Jefferson Street Bridge Replacement
- Whitman Street Interchanges – Replacement/Reconfiguration
- Harrison Avenue Bridge – Bridge Deck Replacement
- 11th Street Corridor
- Riverwalk – Future Sections (Madison St/Beattie Park-W. State)
- One Way Pair Conversions
- Keith Creek Greenway – Multi-Use Path from Rock River to Aldeen Park
- Spring Creek Interchange @ I-90
- Future Streetscape Projects – Support Downtown Revitalization and Potential Embry-Riddle Campus
- Robust Arterial/Collector Program
- Continued Investment Into Our Neighborhood System

# View the Future through Interconnected Systems







Rockford  
Arterial  
Collector  
System



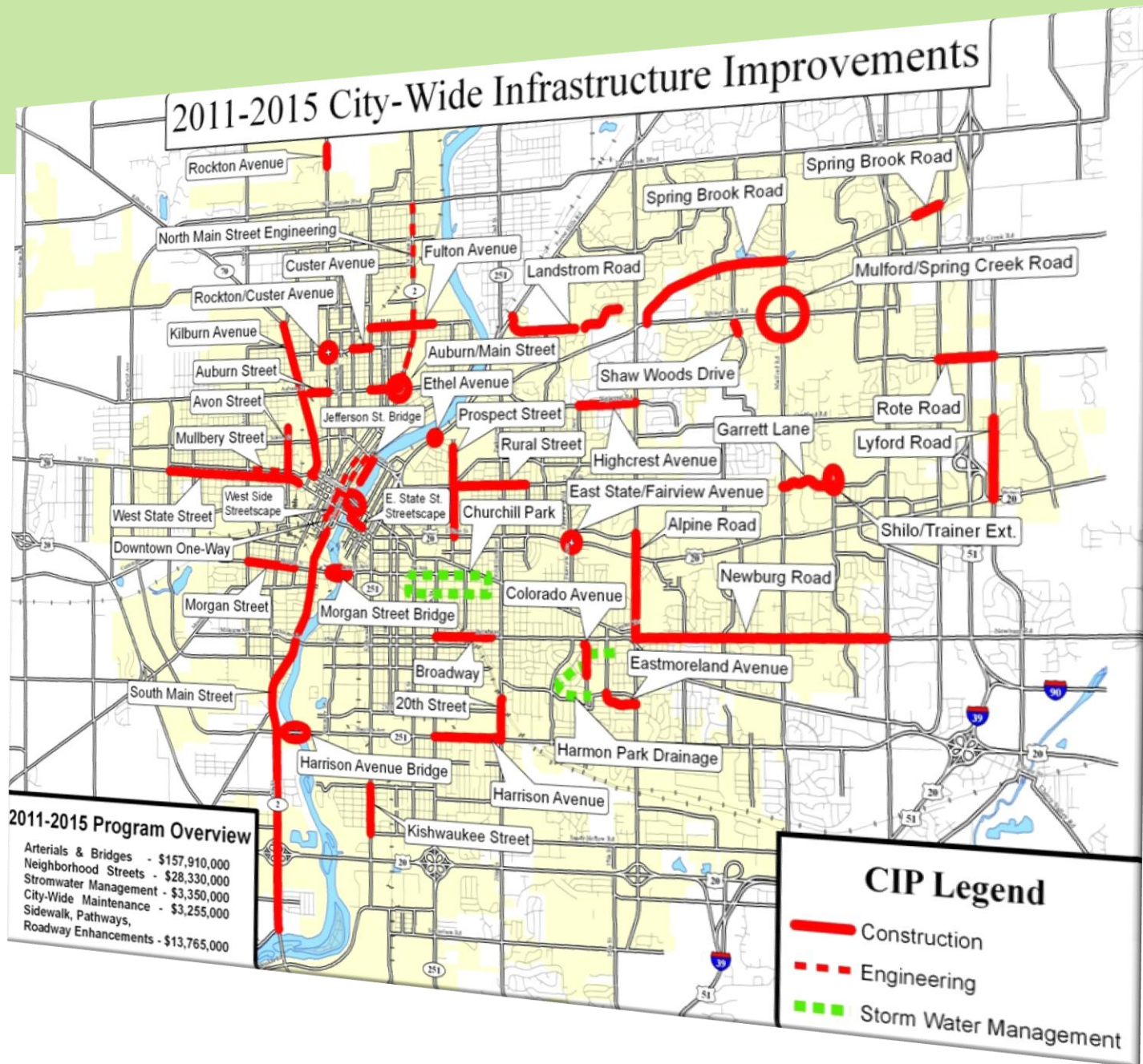
# Future Needs – 2011 to 2020

- What's outside your front door?
  - Neighborhoods, small bridges, sidewalks
  - Large scale needs





# 2011-2015 City-Wide Infrastructure Improvements



# HOW DO WE GET THERE?



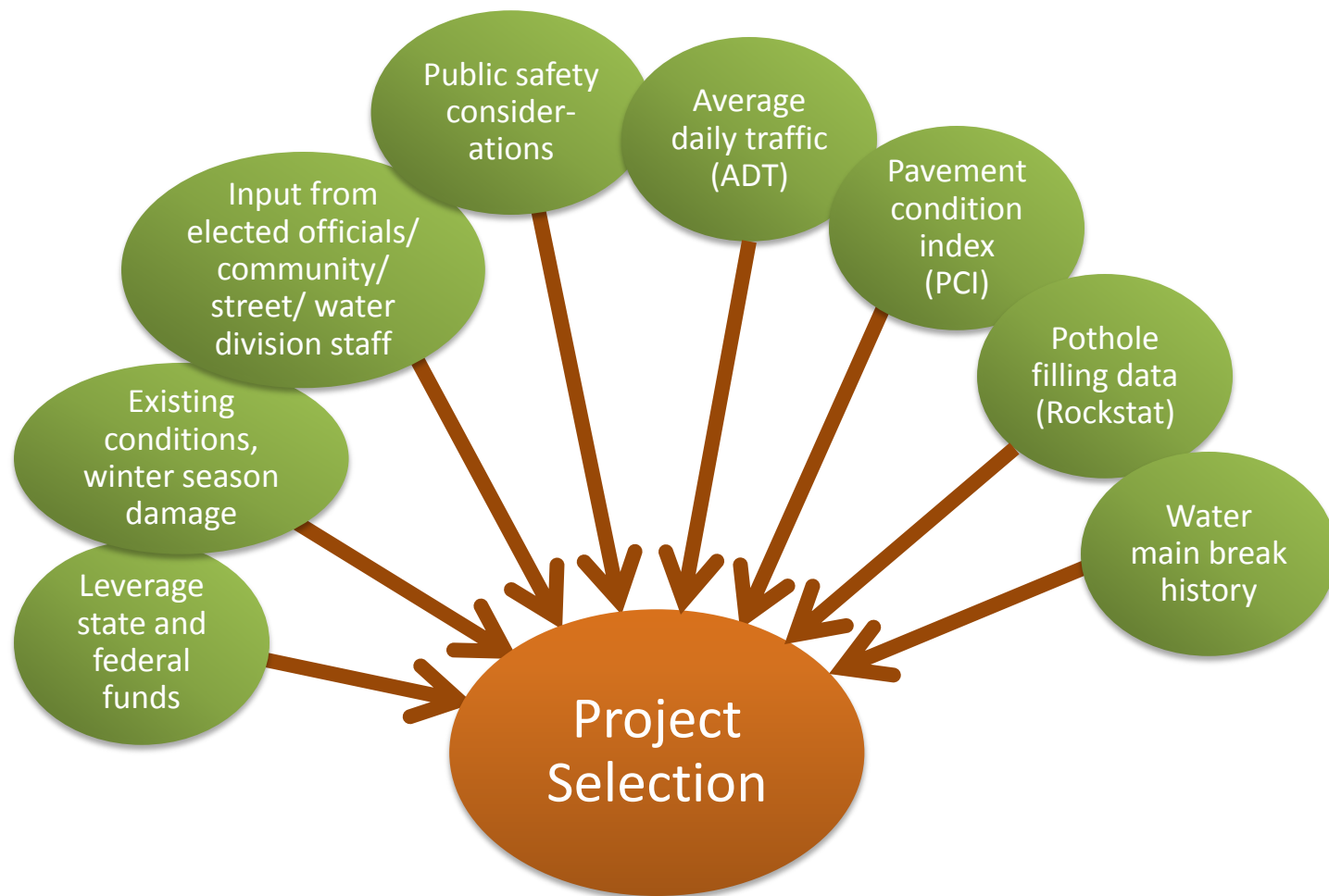


# Using Modern Technology

- To assess our condition/needs
- GIS/asset management
- PCI
- Layering conditional data



# Selection Criteria



# Continue to Create

- Continual engagement of community and partners
- Show value in investment/  
money well spent





# CONCLUSION



# Conclusion

- We Have a City-wide and Regional Vision
- We've Accomplished a Lot
- And There is Still More to Do





# RockStat

## March 24, 2011

*Infrastructure*